DIMENSIONS OF THE DINING EXPERIENCE OF ACADEMIC EMPLOYEES AT FULL-SERVICE RESTAURANTS

By

PETRO NAUDÉ

Submitted in accordance with the requirements for the degree of

MASTER'S IN COMMERCE

in the subject

BUSINESS MANAGEMENT

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: PROF. S RUDANSKY-KLOPPERS

FEBRUARY 2015

PLAGIARISM STATEMENT

I declare that **Dimensions of the Dining Experience of Academic Employees at Full-Service Restaurants** is my own work and that all of the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

_____ _____

Mrs. P Naudé Date

ACKNOWLEDGEMENTS

I would like to express my gratitude to everyone who supported me throughout the course of this Master's project. I am thankful for their aspiring guidance, invaluable, constructive criticism and friendly advice during the study.

I would especially like to express my sincere gratitude to my supervisor, Prof. Rudansky-Kloppers, for her continuous support of my Master's Study and research, and also for her patience, motivation, enthusiasm and immense knowledge. Her guidance helped me throughout the time of research and writing of this thesis. I could not have imagined having a better supervisor and mentor for my study.

Besides my supervisor, I would also like to thank Dr Pohl (statistician) and Adrienne Cleary (editor) for their encouragement, insightful comments and hard questions.

Lastly, I would like to thank my husband, my family and my friends for supporting me throughout the process of completing my study.

ABSTRACT

Full-service restaurants serve many different types of customers with preconceived ideas about what they want and expect to receive from the restaurant. During the dining experience, each customer experiences the service differently and subconsciously evaluates the experience differently. The purpose of this study is to determine the expectations and perceptions of customers regarding the dining experience dimensions at Full-Service Restaurants (FSRs). The dimensions relate to service quality, food quality and ambience quality expectations and perceptions of customers. Customer satisfaction was also analysed, as a satisfied customer will show return intentions and this customer will tell friends and family about this FSR. A self-administered survey of employees at a tertiary academic institution revealed that waiter professionalism, value for money and the atmosphere in the restaurant are the most important considerations when it comes to the expectations of the dining experience.

The findings of this study presented a demographic profile (gender, age, home language, highest education qualification, LSM) and it was found that demographic category groups differ in the way that they perceive the dining experience. The study reveals that males tends to be less critical than women, LSM 9 respondents are less critical than LSM 10 respondents and respondents with an undergraduate degree or less are less critical than respondents with a post-graduate degree. Respondents were satisfied overall with their dining experiences. Recommendations include that management must focus on pricing strategies, waiter training and the flow of communication between the restaurant and the customer. The recommendations made in this study will assist management of FSRs to understand the significance of the dining experience dimensions and to implement the required levels of service, food and ambience quality. With this knowledge, the management of FSRs can be assured of a satisfied customer and a competitive offering.

Keywords: *Dining experience, service quality, ambience quality, food quality, customer satisfaction, full-service restaurants, market segmentation, LSM, Gauteng, South Africa*

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1: BACKGROUND TO THE RESEARCH STUDY

1.1 INTRODUCTION

The purpose of this chapter is to provide an overview and a background to the study. This chapter consists of a short background to help understand why this study has been conducted. Thereafter, the research problem will be explained and the objectives of the study will be listed. Next, an outline will be provided of the research methodology process that will be used in the study. The key terms and acronyms relating to this study will be identified. In conclusion, the layout of the chapters will be presented as a framework for this study.

1.2 BACKGROUND FOR THIS STUDY

Strong competition in the Food and Beverage industry has made it increasingly important for owners and managers of Full-Service Restaurants (restaurants which provide waiter table service) to have a competitive advantage in the industry. One way to gain this advantage is through excellent service quality (Kandampully, Mok & Sparks, 2001:112). Service quality is a subjective evaluation of the service made by the customers of the full-service restaurant (FSR). Once FSR owners and managers have knowledge of what their customers perceive as important in the service quality process, they can acquire this competitive advantage. Although an FSR has a wide variety of customers, the study mainly focuses on the upper segments of society who visit FSRs (SAARF, 2014).

The upper segments' expectations of service quality in FSRs differ a great deal from customers' expectations in the lower segments, as they have different needs and wants (Martins, 2006:2). The upper segments in this study are identified by using LSM segmentation. The SAARF LSM (South African Audience Research Foundation Living Standards Measure) has become the most widely used marketing research tool in South

Africa (SAARF, 2014). This tool can be used to segment any market according to its living standards in order to achieve deeper knowledge of that specific group. SAARF identified 29 variables which segment the population into 10 LSM groups, with Group 1 having the lowest living standards and Group 10 the highest living standards. For the purposes of this study, upper segments will consist of LSM 9-10. LSM segmentation is discussed in greater detail in Section 3.4.2.

Knowledge of these customers' expectations and perceptions of service quality will enable management to better satisfy the customers' needs and wants and in return increase their own bottom line and competitive standing. Thus, by understanding the factors that influence a customer's expectations of service quality, management can capitalise on the growing influx of people to their restaurant.

When customers visit an FSR, they have preconceived ideas about what they want and expect to receive. These are their expectations of customer service. It is important to differentiate between the service expectations and the service perceptions that a customer has. Service expectations can be defined as "a combination of customers' predictions about what is likely to happen during the service transaction" (Reimann, Lunemann & Chase, 2008:64).

Then, during the service encounter, each customer will also experience the service differently and they will subconsciously evaluate the service. These are a customer's service perceptions. Service perceptions can be defined as a customer's "global judgements or attitudes, which relate to the superiority of a service" (Reimann *et al*., 2008:64). Therefore, service quality = service perceptions + service expectations. This concept will be explained in more detail in the study. In this study the expectations and perceptions that customers have of the dining experience dimensions provided by FSRs are discussed and analysed.

1.3 RESEARCH PROBLEM AND OBJECTIVES

Although there is a profusion of studies carried out on the dimensions discussed in this study, the lack of previous research in the Food and Beverage industry in South Africa is evident. By understanding the significance of the dimensions and implementing the required dimensions, management can capitalise on a growing profit margin due to higher customer satisfaction. The need exists to refine the theories and models to accurately describe the South African environment.

The main purpose of the study is **to determine the expectations and perceptions of customers regarding FSR dining experience dimensions**.

The secondary objectives are:

- To determine the expectations perceived to be important in the dimensions of the dining experience by customers in FSRs.
- To determine customers' perceptions of the service quality received in a specific FSR.
- To determine customers' perceptions of the food quality received in a specific FSR.
- To determine customers' perceptions of the ambience quality received in a specific FSR.
- To determine if a relationship exists between the service quality sub-dimensions and customer satisfaction.
- To investigate the behaviours of customers in different demographic groups regarding their expectations and perceptions of the dining experience dimensions.

A further purpose of this study is to contribute to the current body of knowledge available concerning customer service in the Food and Beverage industry. From this research, managers can gain a better understanding of specific customer needs in order to minimise customer dissatisfaction.

The remainder of the chapter will be structured in the following way: firstly, in the literature review the South African Food and Beverage industry is introduced and a theoretical overview which examines LSM groups and service quality is given. The marketing research process is then discussed, followed by limitations and ethical considerations. Finally, definitions and terms used throughout the document are given and the chapter is concluded by a chapter outline of the rest of the document.

1.4 BACKGROUND INFORMATION ON THE RESEARCH SUBJECT

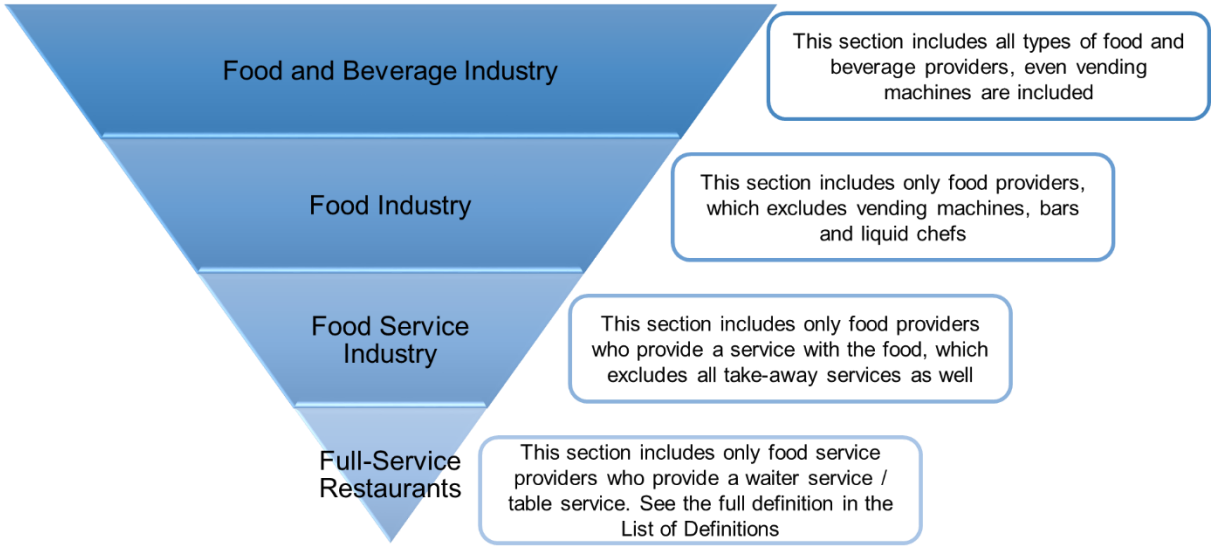
1.4.1 THE SOUTH AFRICAN FOOD AND BEVERAGE INDUSTRY

In South Africa, the Food and Beverage Industry is a part of the tourism industry and it is a large contributor to the total income of the country (Eliwa, 2006:1). In 2013 the total income for the Food and Beverage Industry was R47.77 billion (MarketLine, 2014:7). The Food and Beverage Industry is also a major source of employment in South Africa, as the tourism industry supports about 7% of the world's workers (Euromonitor International, 2014).

The Food and Beverage Industry has a great influence on consumer lifestyles, the economic welfare of South Africa and on job creation. An increase in income for FSRs can contribute to the GDP of the country and help combat unemployment and poverty. In order to reach these goals, restaurants must serve their customers in such a way that they are satisfied to such a level that they will return to the restaurant and increase the earnings of the restaurant.

This study will focus only on the Food Service industry and FSRs as defined in Figure 1.1 on the next page.

Figure 1.1 Food Service Industry



Adapted from: Euromonitor International, 2011

In this study, the focus will be on the two bottom elements of the figure: the Food Service Industry (FSI) as well as Full-Service Restaurants (FSRs). The FSI includes all food providers which provide a service along with the tangible aspect, the food. This definition includes all restaurants, cafes and pubs, but excludes the fast food industry.

The Food and Beverage Industry globally has many challenges that have to be addressed in order for businesses to be profitable, but as South Africa is a developing country, specific challenges arise for FSRs. These challenges include leakage (part of the profits generated by FSRs are retained by other countries), the lack of a domestic competition framework and the high costs associated with running a business.

The business environment also has an impact on FSRs and the customers' expenditure at FSRs. Elements of the business environment includes the micro environment, the market environment and the macro environment. The micro environment consists of the internal environment of the restaurant and relates to the individual FSR's strategies and objectives. The market environment consists of the consumers, suppliers and competitors in the industry and the macro environment consists of the following environments: technological, economic, social, physical and institution-political environment. The

elements of the business environment and its impact on the FSI are addressed in detail in Chapter 2, according to Figure 2.1.

Although the FSRs in South Africa experience the challenges of a developing country as well as pressures from the business environment, steady growth is expected for the Food Service Industry (Euromonitor International, 2011). People are living healthier lives and are also price-sensitive when it comes to changing pricing structures of products. Customers want value for their money, together with convenience, and FSRs are trying to meet these needs by continuously improving on the available technology and the service delivery. See Section 2.4 for future industry trends.

In the following section, the upper market segments and their expectations and perceptions of service quality in FSRs are introduced. A detailed discussion of the topic appears in Chapter 3.

1.4.2 MARKET SEGMENTATION

FSRs need to provide for and satisfy all kinds of customers, but it is very difficult to meet all these customers' needs in the same way and with the same products. Therefore, the population needs to be segmented into groups with similar characteristics in order to refine the service and product delivery according to customers' needs. Market segmentation is the "identification of a group or groups of customers within the total population" (Davis, Lockwood, Pantelidis, & Alcott, 2008:344).

There are various methods used to segment markets - for instance, according to age, or income or even race, but in South Africa, the SAARF LSM (Lifestyle Standards Measure) has become the most widely used marketing research tool (SAARF, 2014). This tool can be used to segment any market according to its living standards in order to achieve deeper knowledge of that specific group. SAARF identified 29 variables which segment the population into 10 LSM groups. Group 10 has the highest standard of living and Group 1 has the lowest standard of living.

The education, work status and living conditions of the population increase as the LSM group level increases. This means that people in a higher LSM will have more knowledge of entertainment and leisure activities, which makes it a suitable group to research for this study. Educators from a tertiary education institution in Gauteng are mainly professionals who will mostly be in the LSM 9-10 groups and they will be the focus group of this study. According to Martins (2006:2), LSM 9 to 10 households (13.5% of all households) account for 46.7% of the total household expenditure in South Africa. Therefore, if this segment's expectations of service are met, FSRs can increase their income and profit greatly.

In the next section the dimensions of the dining experience are discussed.

1.4.3 DIMENSIONS OF THE DINING EXPERIENCE

Before customers visit a restaurant, they expect to experience certain factors such as good atmosphere, prompt service and high quality food. Expectations are part of a person's everyday life and are sometimes an unconscious act of pre-evaluating the situation that is going to occur. Knowing what the customer expects is very important in delivering a dining experience of high quality. Not knowing what customers expect can lead to lost business as well as money and resources (Wilson, Zeithaml, Bitner & Gremler. 2008:56).

The dining experience consists of several dimensions (Weaver, Weber & McCleary, 2007:335), which include all attributes, tangible and intangible, that a customer can recognise or pay for, use and experience (Shonk & Chelladurai, 2008:589).

In this study, the main elements of the dining experience that will be discussed are food quality, service quality and ambience quality. These dimensions are shown in Figure 1.2 below which also forms the basis of this study. Within each dimension there are sub-dimensions that will contribute to the success of the dimension, and these are shown below each dimension in Figure 1.2 (also indicated in Chapter 4, Figure 4.4).

Figure 1.2: Dimensions and sub-dimensions of the dining experience

Source: Adapted from Kasapila, 2006:43

All of the elements in Figure 1.2 will be explained briefly in the following section, starting with service quality, then food quality and finally ambience quality.

Service quality in FSRs includes the following sub-dimensions: empathy, assurance, reliability, responsiveness and tangibility. These sub-dimensions refer to the overall appearance of facilities, whether employees provide prompt service, are willing to help, are knowledgeable about the products and services offered and whether employees are professional.

Food quality in FSRs includes the following sub-dimensions: the presentation of the food, whether the mealis value for money, whether the food appeals to customers' senses or if there is a wide variety of dishes on the menu.

Ambience quality in FSRs refers to the ambience quality sub-dimensions: namely, spatial layout and functionality, ambient conditions and signs, symbols and artefacts.

Firstly, expectations of the dining experience were measured by asking respondents to indicate which sub-dimensions they considered the most important. Then, respondents were asked to give their perceptions regarding each of the items within each dimension of the dining experience at an FSR they recently visited. Lastly, the respondents were asked to state their satisfaction with the overall experience.

The research methodology is explained in the section that follows.

1.5 RESEARCH METHODOLOGY

This section outlines the proposed research methodology that was followed and focuses on various aspects of research strategy, data collection and data analysis.

The objectives of this study were achieved by using the following methods:

- Secondary research
- Primary research (consisting of self-completion questionnaires)

After the research was conducted, the data were processed and analysed. These two research phases, as well as the data processing and analysis process, are briefly explained in the following section.

1.5.1 SECONDARY RESEARCH

For the secondary research a literature review was conducted. The literature review consists of three chapters. In Chapter 2 the micro, market and macro environment of the Food Service Industry were discussed. Chapter 3 focused on market segmentation and specifically on the LSM measurements in South Africa. Lastly, in Chapter 4 the

dimensions of the dining experience - service quality, food quality and ambience quality were discussed.

1.5.2 PRIMARY RESEARCH

The main purpose of this study is to determine the expectations and perceptions of customers regarding FSR dining experience dimensions. The objectives have been formulated according to the main purpose and can also be seen in Section 1.3.

The primary research was conducted through the use of a **self-administered survey** (see Appendix A). To incorporate face validity, the questionnaire was compiled according to the primary and secondary objectives. The main tool that was used to implement quality control is the pre-test that is described in detail in Section 5.3.7.

The **target population** for this study consists of educators at a tertiary academic institution in Gauteng. Gauteng province has been chosen because it contributes more than 33% to the economy and 10% to the GDP of Africa (Rudansky-Kloppers, 2014:1188). Educators of the tertiary education institution have been chosen because the majority of professional and managerial individuals are LSM 9 and 10 (TV South Africa, 2010), which indicates broad knowledge of marketing concepts and experience at food service providers. A **census** approach was used to survey the population by use of email communication.

Data were collected during the month of April 2014. The lengthy time period (one month) enabled the researcher to maximise the eliciting of information from participants. From 56 prospective respondents, there were 51 completed questionnaires and 5 respondents did not complete the questionnaire. Only the 51 completed responses were used in the analysis.

Data for this study were **captured** electronically and were converted into an Excel spread sheet before being exported to SPSS. All the questions were **pre-coded** and assigned categories and numbers during the design of the research instrument. Data are **edited** to ensure consistency across the respondents and to locate omissions (Cooper & Schindler, 2008:93).

Data analysis included descriptive and inferential analyses. In this study, frequency counts and the associated percentage, as well as the mean, was used to present the information obtained from the research and the results were indicated in graphs and tables to make the data easier to interpret. The inferential analyses used in this study are The Pearson correlation coefficient, The Pearson chi-square test, the Fischer exact test, Cramer's V value, The Mann-Whitney and the Kruskal-Wallis nonparametric tests.

The analyses lead to a better understanding of expectations and perceptions of service quality, food quality and ambience quality. In Chapter 5 the research process is discussed in detail and in Chapter 6 the results are given. Chapter 7 of this dissertation deals with the detailed presentation of the study's **data findings**.

1.5.3 ETHICAL CONSIDERATIONS

The research process was conducted according to the ethical standards set by the University of South Africa. The data collection instrument was evaluated by senior professors of the department, before the respondents were asked to complete the questionnaire. The importance of participation in the study was also explained to the respondents, as well as obtaining information consent (see Appendix A). It was also explained to the respondents that all the data and information obtained would be treated as confidential, and only those directly involved with the gathering and analysing of data would have access to the information.

1.6 LIMITATIONS OF THE STUDY

Although this study does provide a unique insight into service quality, some limitations have to be highlighted.

- The target population of this study was employees at a tertiary academic institution in the Pretoria region. A broader population might give more insight regarding the behaviour of upper LSM customers.
- The possibility of bias and the small number of actual respondents is a limitation of the study, as only 51 respondents completed the survey.
- The results of this study are limited to FSRs in Pretoria and cannot be extrapolated to apply to all the FSRs in South Africa.
- The study only focused on the actual service of the Food Service Provider, and not on ancillary services (such as the bathroom and internet facilities).
- Individual differences and external factors are not addressed, but can provide meaningful information in future studies.

1.7 DEFINITIONS OF TERMS USED

"**Assurance** is defined as the knowledge and courtesy of employees and their ability to convey trust and confidence" (Fick & Ritchie in Seidman, 2000:10).

Customer satisfaction is defined as the pleasurable, emotional psychological state (Shaikh, 2009:178) a customer experiences as a result of the appraisal of a service (Westbrook and Michael in Seidman, 2000:55) when it meets or exceeds the customer's expectations (Seidman, 2000:56). This judgment from the customer is not a static one, but is a dynamic, moving target that may evolve over time (Turnipseed & Mayer, 2005:20).

Customer service is defined as the company's efforts to meet the customer's needs and wants through contact with the customer. This contact can lead to negative or positive perceptions.

Dimensions are the key constructs of the research and each dimensions consists of sub-dimensions, which are the sub-constructs of the study. The words 'dimensions' and sub-dimensions' are used to improve the ease of reading.

"**Empathy** is defined as the caring, individualised attention the firm provides its customers" (Fick & Ritchie in Seidman, 2000:10).

Employees' behaviours are defined as "various sequences of actions carried out by employees within the organization" (Kattara, Weheba & El-Said, 2008:311:310).

"**Expectations** are defined as the desires or wants of consumers i.e. what they feel a service provider should offer rather than would offer" (Parasuraman, Berry & Zeithaml in Seidman, 2000:10).

Full-service restaurants provide waited table service for customers (Han, Back & Barrett, 2010:300).

Perception is a process through which a person creates a meaningful picture of the world in his own mind (Eliwa, 2006:9).

"Reliability is defined as the ability to perform the promised service dependently and accurately" (Fick & Ritchie in Seidman, 2000:10).

"**Responsiveness** is defined as the willingness to help customers and provide prompt service" (Fick & Ritchie in Seidman, 2000:10).

"Service is defined as all actions and reactions that customers perceive they have purchased" (Powers in Seidman, 2000:10).

"**The service encounter** is defined as the period of time during which a consumer directly interacts with a service. It includes the time the consumer directly interacts with the personnel, physical facilities and other tangibles" (Sparks & Callan in Seidman, 2000:10).

Service quality is defined as an overall, subjective (Chang, 2009:166, Shaikh, 2009:178) judgment or appraisal (Lee, Park, Park, Lee & Kwon, 2005:30) of the superiority of the product or service (Parasuraman in González, Comesaña & Brea, 2007:153-160) made by the customer regarding the excellence of a service (Weaver *et al*., 2007:335) and the degree and direction of the difference between expected, perceived and delivered service qualities (Weiermair, 2000:399; Shonk & Chelladurai, 2008:589; Kim, Ng & Kim, 2009:10-17, Sohail, Roy, Saeed & Ahmed, 2007:66).

"**Tangibility** is defined as the appearance of physical facilities, equipment, personnel and communication materials" (Mohsen, 2005: 52).

1.8 LIST OF ACRONYMS

FBI	Food and Beverage Industry
FSI	Food Service Industry
FSR	Full-Service Restaurant
LSM	Living Standards Measure
SAARF	South African Advertising Research Foundation

1.9 CHAPTER OUTLINE

Chapter 1 introduces the central concepts underlying the study. The objectives of the study, the method of study and the chapter outline are presented.
Chapter 2 is concerned with the Food Service Industry in South Africa. An analysis of the business environment was conducted in order to understand the context of the study.

Chapter 3 examines methods of market segmentation and specifically the SAARF LSM segmentation method to gain insight into the customers of FSRs.

Chapter 4 provides an overview of the literature on the dining experience dimensions. The topics that are examined include expectations as a construct, food quality, ambience quality and service quality.

Chapter 5 presents the research methodology of the study. This chapter includes the secondary sources where the required information was obtained, the research population, the data collection process which made use of a survey questionnaire and all the methods used in the process of analysing the data.

Chapter 6 sets out the results of the study. The first part of this chapter consists of the descriptive analysis of the research and the second part discusses the inferential analysis of the research.

Chapter 7 presents the conclusion and recommendations of the study. This chapter relates the findings to the objectives of the study and also makes relevant recommendations for future research.

CHAPTER 2: THE FOOD SERVICE INDUSTRY IN SOUTH AFRICA

2.1 INTRODUCTION

Before an in-depth analysis can be done on FSRs in South Africa, one must have an understanding of the industry and the issues that affect the Food and Beverage Industry. It is important to note that the industry does not exist in a vacuum and that it is affected by other elements that are not within the control of the management of FSRs. Industry trends will also give direction to the actions of the specific organisations, and will ultimately affect how service quality is perceived by the customers of FSRs.

In this chapter, the Food and Beverage Industry will be defined and explained. Key challenges in the industry will be highlighted and the business environment in South Africa will be discussed in detail. Finally, the performance in the market will be discussed, followed by the key trends in the industry at the time of the research.

2.2 OVERVIEW OF THE FOOD AND BEVERAGE INDUSTRY

The Food and Beverage Industry encompasses “those places, institutions, and companies responsible for any meal eaten away from home. This industry includes restaurants, school and hospital cafeterias, catering operations, and other catering formats” (Thompson, 2008:9).

More specifically, the Food Service Industry (FSI) in South Africa is well developed and is the fastest-growing sector of the food market (Exhibitions Africa, 2012). The reasons for this fast growth include increased household incomes, the increase of the Black Diamond (black middle-class) market, as well as the increase in tourism in South Africa.

In the FSI, there are close to 25 000 organisations, including hotels, restaurants, fast-food stores and catering companies (Exhibitions Africa, 2012).

According to Thompson (2008:9), the FSI is made up of two broad segments: commercial and non-commercial or social catering. This study focuses on the commercial sector of the FSI generally and on the Full-Service Restaurant (FSR) industry specifically.

The latest statistics reflect that the total income generated by the FSI in 2013 was R47.77 billion (MarketLine, 2014:7). In 2013 the restaurant and cafe segment had total revenues of R19.11 billion, which is 39% of the FSI's overall value (MarketLine, 2014:7).

The Food and Beverage Industry is also one of the largest employers in South Africa (Eliwa, 2006:1), as can be seen by the following statistics:

- The sector named "Wholesale and retail trade, hotels and guesthouses" contributed 14.1% to the GDP in 2008 (Media Club, 2010).
- "Gross earnings paid to employees in the wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants industry reflected an annual increase of R2 480 million (+7,0%) for the quarter ended March 2010, compared with the quarter ended March 2009" (Statistics South Africa, 2010).
- According to Euromonitor International (2014), tourism supports around 7% of the world's workers.

As explained in Section 1.4.1 and Figure 1.1 the Food and Beverage Industry, as defined for this study, consists of the Food Industry, Food Service Industry and Full-Service Restaurants. The focus of this study will be the Food Service Industry (FSI) as a whole and, specifically, Full-Service Restaurants (FSRs). The FSI includes all food providers which provide a service along with the tangible aspect, the food. This definition includes all restaurants, cafes and pubs, but excludes the fast-food industry.

Some of the restaurants included in the definition of the FSI, such as pubs, do not provide a full service, as customers have to order drinks and food at the bar and no or limited waiter service is available. In other words, there is a limited table service element. These restaurants are included in the FSI, but are excludedin the definition of Full-Service Restaurants. Full-Service Restaurants are restaurants that do provide a full service to customers. According to Food Service South Africa (2012), 27% of the FSI in South Africa consists of FSRs. According to Thompson (2008:14), FSRs today are either for utility or pleasure. Utility restaurants are “filling stations” where customers can merely satisfy the need for food, whilst restaurants focus on the pleasure of dining out. These restaurants provide a dining experience that encompasses food, wine and service in a relaxing environment. This study will focus on the latter of the two segments.

For the rest of the study, these restaurants will be referred to as FSRs. In FSRs the waiters take orders from the customers and deliver the items to the customer’s table (Han *et al*., 2010:300). Usually, a gratuity is paid to the waiter. In South Africa the norm is to pay 10% of the bill.

In the sections that follow, the challenges for the Food Service Industry worldwide as well as in South Africa will be discussed, followed by an analysis of the operating environment in South Africa.

2.2.1 CHALLENGES FOR THE FSI WORLDWIDE

Most countries recognise the potential of the restaurant industry and are seeking to attract higher numbers of visitors. Robinson (in Narayan, Rajendran, Sai & Gopolan, 2009:62) made three observations for the consideration of strategic planners in the industry:

- The customers will come, anyway, whether the FSR has a strategy or not. The question is: Are these the customers that the FSR wants, and will these customers add to the profit by becoming loyal visitors?

- Customers are diverse: they can range from the typical businessman to a single working mother or even a student.
- The strategy of a restaurant is not merely for selling the food service; it is about the effective management of social, economic and environmental benefits that the industry can bring to the country.

These are global challenges that apply to all FSIs in the world, but it is only the countries that strategically answer to these challenges that will see industry growth. Government bodies and industry regulators should provide the backbone for these strategies.

Developing countries such as South Africa have additional challenges, as the infrastructure of the country is not at its full potential yet.

2.2.2 CHALLENGES FOR THE FSI IN DEVELOPING COUNTRIES SUCH AS SOUTH AFRICA

For developing countries such as South Africa, the FSI is one of the most important elements of development, as it is one of the primary activities in the economy. In developing countries, the main issues affecting the growth of the FSI are the leakage effect (UNEP, 2014) and the anti-competitive practices (Diaz, 2001: 2).

Leakage is the process whereby a part of the profits generated by restaurants is retained by the countries that the customers come from, rather than by the country that is visited (UNEP, 2014). This occurs in the form of equipment, materials and capital that are imported from other developed countries. For example, South Africa is the tourist-receiving country, but tourists are “generated” by (for instance) England. South Africa’s equipment comes from there, as well as some of its staff. This means that money that was supposed to stay in South Africa is going indirectly to England. A study in Thailand estimated that 70% of all money spent by tourists in Thailand ended up leaving the country in the form of foreign-owned tour operators, airlines, hotels etc. (UNEP, 2014).

Another challenge for developing countries is the lack of a domestic competition framework (Narayan *et al*., 2009:62). There are only a few anti-competitive practices that apply to the FSI and these laws include mostly marketing and alcohol laws. South Africa is in need of a more formal legal framework regarding competition between FSI providers. Section 2.3.3.5 of this chapter addresses a few of the current laws.

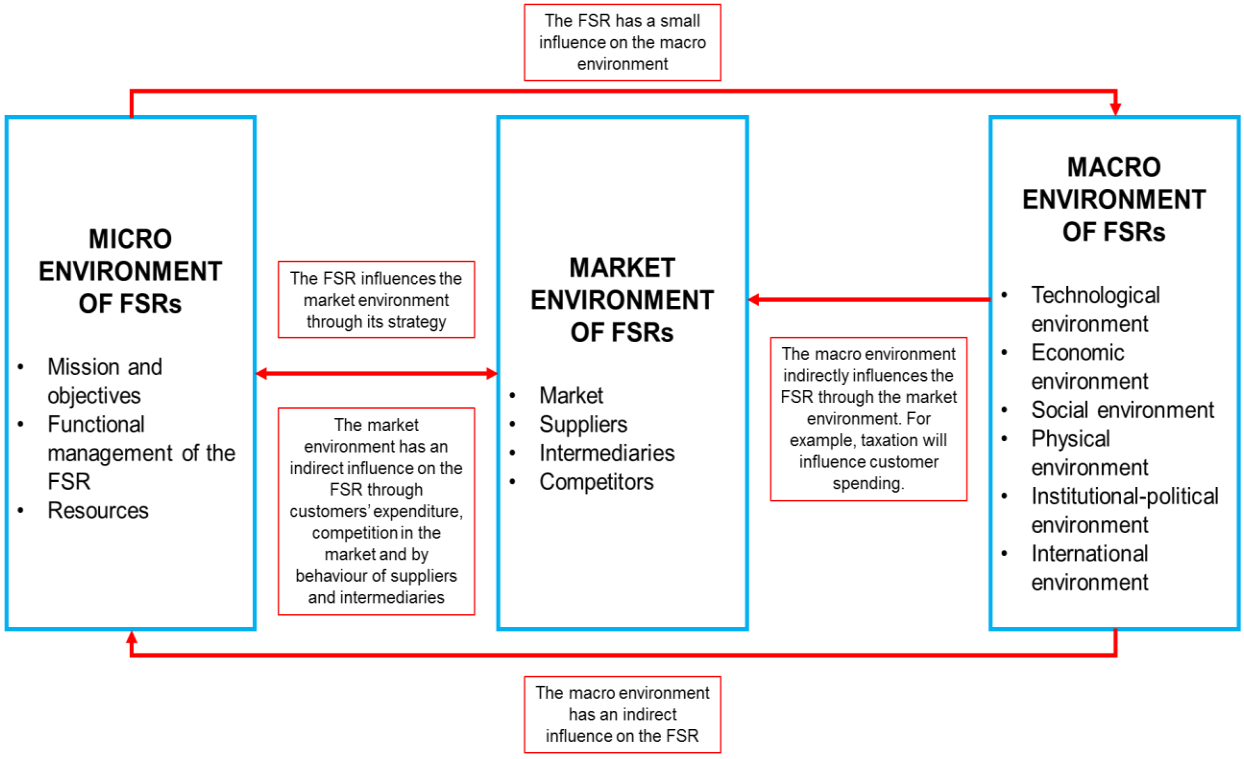
According to UNEP (2014), other challenges for FSIs in developing countries include the high costs of maintaining infrastructures, the increase of product prices and the seasonal character of the industry, as well as the economic dependence of the locals on the tourism activities. Therefore, any study on restaurants in developing countries needs to take a perspective that is quite different from the one followed by developed countries (Narayan *et al*., 2009:62), as the business environment looks significantly different.

In the next section, the current business environment in South Africa is discussed.

2.3 BUSINESS ENVIRONMENT OF THE FSI IN SOUTH AFRICA

As no industry operates in a void, there are various elements in the business environment that have an influence on any industry. There is constant change in the world, which highlights the importance for business owners to understand what factors will influence the bottom-line of their business. According to Erasmus, Strydom and Rudansky-Kloppers (2013:111), the business environment consists of three sub-environments: namely, the micro environment, macro environment and the market environment. These environments and the elements in each environment can be seen in Figure 2.1. It is important to note that the same elements might have different influences on each industry and the elements in Figure 2.1 are those that have specific influences on the FSI in South Africa.

Figure 2.1: Business Environment of FSRs



Source: Adapted from Erasmus, Strydom & Rudansky-Kloppers (2013:115)

Each of the elements in Figure 2.1 will be discussed in detail in the sections that follow.

2.3.1 MICRO ENVIRONMENT

As indicated in Figure 2.1, the micro environment consists of the mission and objectives of the FSR and the functional management, as well as the resources available to the FSR. This environment depicts the internal environment of each FSR and is dependent on the business plan and strategy of the FSR. As every FSR will have a unique internal situation and this study will not focus on the elements of the micro environment, this environment will not be discussed in detail. In the following section the elements of the market environment will be discussed.

2.3.2 MARKET ENVIRONMENT

The market environment of the FSI (Food Service Industry) consists of the suppliers, intermediaries, competitors and customers in the industry. Discussion will be structure around FSRs in the sections to follow, as it is the main focus of the study. Each of the elements named above can be a source of threats or opportunities for FSRs. For example, if a competitor has a very good marketing campaign it can be a threat to an FSR, whereas a loyal customer base can be an opportunity for expansion of an FSR. Each of the elements will be discussed in the sections that follow, with specific reference to threats and opportunities in the industry.

2.3.2.1 Suppliers in the FSI

Suppliers are simply parties that provide goods and services to the restaurants. These can be suppliers of the raw ingredients, equipment, capital or even marketing material.

According to Erasmus *et al.*, (2013:113) suppliers play a very important role in the success of businesses, as almost 60 cents out of every rand spent goes into purchases from suppliers. If the FSR does not have reliable suppliers, the quality and quantity of the product delivered will be influenced negatively. The IUF (2007:1) states that a dramatic rise in agricultural commodity prices over the past years has led to increases in the costs of major ingredients in food and beverage manufacturing. Due to these increases, FSRs must increase the price of their products, they must cut costs in other areas, and in some cases consider cheaper substitute ingredients. This is only one example of the power that suppliers have on the performance of FSRs. Timely delivery of ingredients, correct pricing and inventory of the suppliers as well as the supply chain strategy will also have an influence on the FSRs' success. In order to reduce the impact of an ineffective supply chain, FSRs can form strategic alliances with the supplier in such a way that it is beneficial to both parties.

The suppliers in the FSI can either be a threat or an opportunity to the FSR, depending on these strategic relationships. An example of an opportunity is that suppliers will help restaurant chains with marketing and advertising funds or a major supplier that offers rebates to obtain exclusive supplier status (IRS, 2014),while a threat can be a delay in delivery of raw ingredients.

2.3.2.2 Intermediaries in the FSI

The intermediaries in the FSR are those parties that bridge the gap between the manufacturer and the consumer. Thornsbury, Hinson, Martinez and Reaves (2006) define intermediaries as “agents who (i) take title to the product, such as wholesale merchants, distributors, import/export merchants and sales branches; (ii) charge a fee but do not take title, such as brokers and commission merchants; and (iii) provide services such as sorting, packaging and labelling”. As with suppliers, intermediaries can either be a source or a threat, depending on the relationship between the FSR and the intermediary.

2.3.2.3 Competition in the FSI

All FSRs are in competition with one another, as well as with other food suppliers, as they want to attract the customers to their own restaurant and not lose them to other service providers. It is important to know that it is not only the easily-noticed companies that can pose a threat. Other aspects such as complementors to the service and the power of the various role players must also be taken into consideration.

The leading consumer food service operators in South Africa are mainly domestic companies, and franchising is the most successful expansion model in South Africa for chained units.

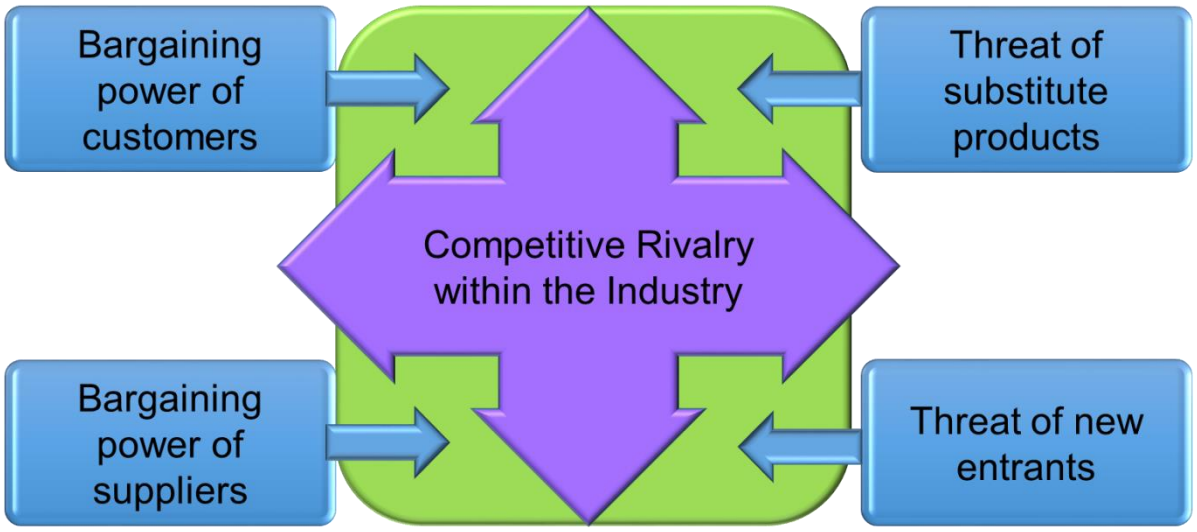
According to MarketLine (2014:29), the leading companies in South Africa at the time of the study are Yum! Brands, Famous Brands, McDonald’s franchises and Burger King

Worldwide Inc. Yum! Brands (KFC, Pizza Hut and Taco Bell), McDonald's franchises and Burger King Worldwide Inc. develop quick service restaurants which make these restaurants irrelevant to this study. Famous Brands, however, has a casual dining aspect as well and is currently the market leader in South Africa. Casual dining franchises include O'Hagans, Mugg & Bean and KEG. Famous Brands recorded revenues of $261 million in the fiscal year ending February 2013, an increase of 16.7% compared to fiscal 2012 (MarketLine, 2014: 24).

Although Famous Brands are currently the market leader in casual dining, the picture can change at any stage due to the competitive nature of the FSI.

According to Erasmus *et al.,* (2013:115) there are five forces that have an influence on the competitive environment in any industry. These five forces are buyer power, supplier power, rivalry within the industry, substitutes and new entrants to the industry. See Figure 2.2 below.

Figure 2.2: Five forces analysis of the FSI in South Africa



Source: Adapted from Erasmus, Strydom & Rudansky-Kloppers (2013:115)

The elements in Figure 2.2 above all have an influence on the competitive situation in the Food Service Industry in South Africa. In the FSI, buyers are the individual customers and

the suppliers are the food wholesalers. The **bargaining power of suppliers** is in the price for the materials or services provided. In the FSI the supplier is important, as most restaurants get their food from butchers, farmers and packaging companies and these suppliers will determine the price at which they will sell their products. As there is a multitude of suppliers to choose from in South Africa, this force is weak in the FSI, except if restaurants need speciality products.

The **bargaining power of buyers** is important in the FSI, as customer satisfaction with the product will lead to return behaviour and loyalty. If the customers are not satisfied with the quality of the dining experience, they will rather go to another restaurant. See Chapter 4, which encompasses a discussion of the quality of the dining experience. Essentially FSRs aim to keep the customers happy, which led to the saying “The customer is king”. This puts the power in the hands of the customer. The buyer (or customer) has the power to choose whether the dining experience and the price charged for it are satisfactory.

The **threat of substitute products** refers to products outside of the FSI. The most prevalent threat is when people decide to eat at home. As a result of a large number of options for eating at home, this force is relatively high. In tough economic times, consumers might shy away from restaurants and turn to purely eating at home.

The **threat of new entrants** is extremely high in the FSI, due to the few barriers to entry. It is an attractive business opportunity, as the start-up costs are low and the need for highly-skilled labour is low.

Competitive rivalry within the industry is high in the FSI. FSRs should aim to gain a competitive advantage over other FSRs by ensuring a high quality dining experience. The rivalry in the FSI in Gauteng is high, as a large number of FSRs are competing for the same customers and relatively the same market share. According to MarketLine (2014:14), the South African market is expected to continue to grow in the immediate future, which will also increase the level of competition (rivalry) in the industry.

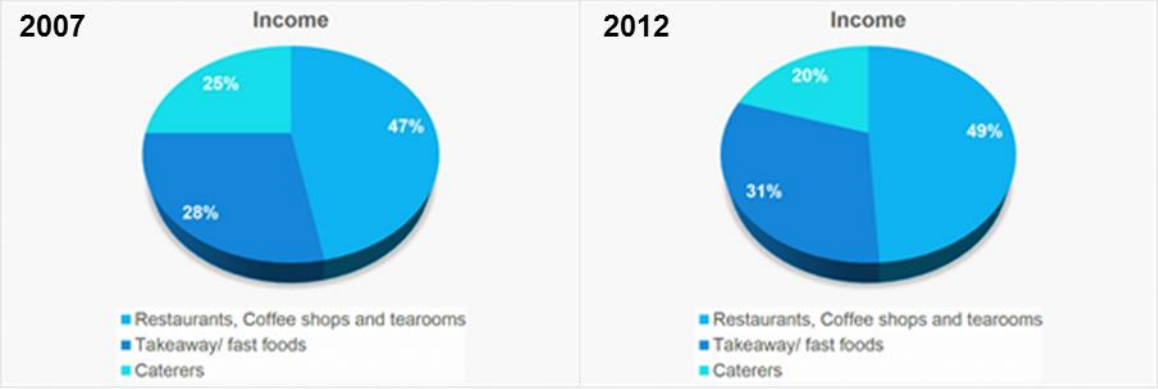
Understanding these five forces is crucial for the success of any business. FSRs need to be aware of these forces when creating the dining experience.
In the following section, the last element of the market environment will be discussed: namely, the customer.

2.3.2.4 The market of the FSI

As with many other consumer sectors in the market, the FSI has not escaped the recent economic recession untouched. Pressures in the current market environment have led to a slower growth trend due to the rising fuel price, food price inflation and electricity costs. Due to these aspects, debtor costs have also been rising and there have been a number of business failures in the smaller restaurants. Upmarket restaurants have also suffered due to these high debt levels, but famous brands such as Mugg & Bean have reported healthy growth (MarketLine, 2014:24).

The total income for the Food and Beverages Industry in 2012 was R44 262 million. The largest contributor to the total income was 'restaurants and coffee shops', which had a total income of R21 797 million or 49% (Stats SA, 2012:2). See Figure 2.3 below for a comparison of the industry income from 2007 to 2012.

Figure 2.3: Comparative Breakdown of income in the Food and Beverage Industry in 2007 and 2012



Source: Statistics South Africa, 2007 and 2012

According to Figure 2.3, restaurants, coffee shops and tea rooms contributed a higher percentage of the income in 2012 than in 2007 (from 47% to 49%). This indicates that this industry is growing, while caterers' contributions are decreasing (from 25% to 20%).

The Food Service Industry is still showing growth, as a compound annual growth rate (CAGR) of 7.2% from 2009 to 2013 has been recorded according to MarketLine (2014:7). See Table 2.1 below for a summary of the change in the industry value from 2009 to 2013.

Table 2.1: FSI Value 2009 - 2013

YEAR	ZAR BILLION	% GROWTH
2009	32.9	-
2010	35.5	7.7%
2011	37.4	5.5.%
2012	40.7	8.8%
2013	43.5	6.9%
CAGR 2009 – 2013		7.2%

Source: MarketLine (2014:7)

The reasons for this change in income between the various sectors and the increase of income in restaurants and coffee shops can be due to various factors such as the government's macro-economic policies and changes in consumer lifestyles such as a greater number of working couples, longer working hours and more single parents (Euromonitor International, 2005:2).

In Chapter 4 the customers of FSRs are discussed in greater detail. In the following section the macro environment of the Food Service Industry is discussed.

2.3.3 MACRO ENVIRONMENT

According to Erasmus *et al.,* (2013:116) the macro environment consists of six sub-environments: namely, the technological, economic, social, physical, institutional-governmental and international environments. These sub-environments will be discussed in the following sections.

2.3.3.1 Technological environment

An important aspect in the technological environment is keeping up to date with changes and innovations in the marketplace. This is a costly process and not all companies can afford it. FSRs must add to the development of local skills, instead of importing global skills. The technological aspect that probably has the most impact on the FSI is the move from traditional payment methods to online payments, such as PayPal, Ewallet, EFT's and other online payment methods. Many FSRs need to convert from only accepting cash as a payment option to the more modern methods of payment, as customers rarely carry cash today.

Food as technology and the technology of producing food is the basis and the process of the food industry. For example, when thinking about a lamb, the genetic makeup of the animal and how it is fed will influence the fat content and distribution of the meat. Alternatively, the lamb could be genetically engineered to produce leaner meat (Eastham, Sharples & Ball, 2001:30).

Other examples of technological advances are restaurants that are using solar power to heat water, and gas stoves and ovens that use less energy to heat up faster, which ensures faster service. Most restaurants also offer some form of free internet for customers and some restaurants even offer an online booking service where customers can book a specific table for a specific time from the comfort of their own home.

2.3.3.2 Economic environment

The current economic environment in South Africa is negative and this has a major influence on the FSI. Dining out is viewed as a luxury and is one of the first things to be relinquished when consumers have limited disposable income (Euromonitor International, 2011). Rising inflation negatively affects the FSI as it results in an increase in food prices, thereby forcing businesses to increase their prices. The level of inflation is very high at 6.6% with the CPI (Consumer Price Index) for restaurants and hotels at 3.5% of the total weight. The aim is to get it to between 3% and 6%, which is a very idealistic aim. From 2013 to 2014 the cost of food increased by 8.8%, the highest annual rate in 27 months (Trading Economics, 2014).

Since August 2011, the petrol price has increased by 25%, which means that consumers have to cut down on day-to-day spending to compensate (Trend Tracker. 2012). Currently, load-shedding and increased electricity costs are also influencing the performance of FSRs negatively. Restaurants that do not have generators have to close their doors when load-shedding occurs. Customers respond to these factors by spending less on luxury items such as dining out.

2.3.3.3 Social environment

The social environment relates to the way of life of consumers and the factors that have an influence on how they live and how they make financial decisions. In this section, elements and trends in this environment will be discussed, including crime, HIV/AIDS, “black diamonds”, an overweight population and people focusing more on healthy living.

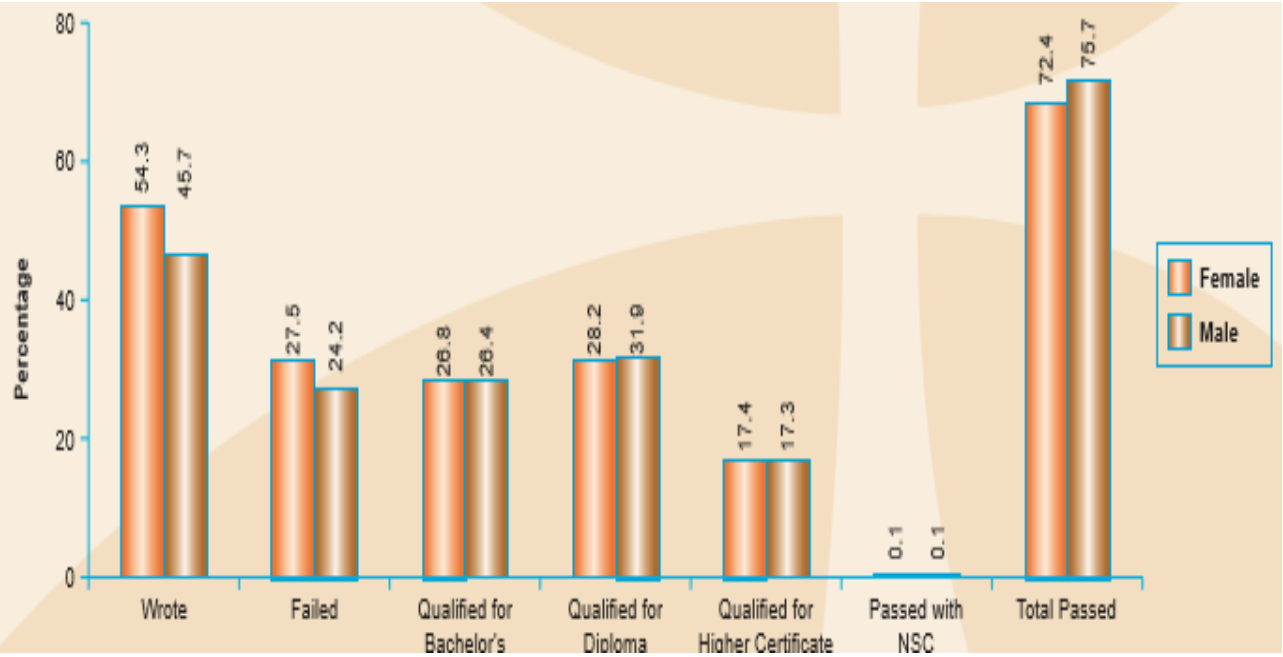
According to Stats SA (2014), South Africa has a multi-cultural population of over 54-million people that have language and belief differences. Stats SA (2014) also states that **life expectancy** for South Africans is 61 years, having increased from an estimated 52

years in 2005. The rise in life expectancy can be attributed to an improvement in the general health and living standards of the population.

A negative factor in the social environment is **HIV/AIDS**. In Africa there has been a focus on the high rates of fertility and mortality, development of essential well-being programmes, and lately more on the devastation resulting from the HIV/AIDS virus. In South Africa, it is estimated that more than 5.5 million people are living with HIV/AIDS (Euromonitor International, 2011:9). The HIV/AIDS epidemic influences the FSI indirectly, as it will reduce the consumers' money available to spend on luxuries such as restaurants.

The **level of education** also has an influence on consumer spending. The more educated the population is, the more sophisticated the consumer will be. In South Africa, the level of education is of concern. Although above 72% of the Grade 12 students passed the National Senior Certificate in 2012, only 26% qualified for Bachelor's studies. See Figure 2.4 below.

Figure 2.4: Percentage distribution of the National Senior Certificate examination pass rates in 2012



Source: Department of Basic Education (2014:25)

As indicated Figure 2.4, education is a concern in the country, as there could be a skills shortage due to the low number of students who qualify for further education. For FSRs the impact lies in the consumer-spending power, as the higher the level of education of the customer, the higher his/her spending power will be.

Hotels and restaurants are perceived as places which have high levels of cash and can be considered as easy targets for criminals. Because of the **high crime rate** in South Africa, entrepreneurs may be scared to enter the food service industry. In Table 2.2 below, the number of robberies in non-residential premises can be seen. In most regions, however, there has been a decrease in crime at businesses. Gauteng had an overall decrease of 11.1% from 2009 to 2013, according to the SAPS.

Table 2.2: Numbers of robberies in non-residential premises

Ratio per 100 000 population							
Province	2008/2009	2009/10	2010/11	2011/12	2012/13	% Increase 08/09 – 12/13	% Increase 11/12 – 12/13
Eastern Cape	12.9	19.1	24.6	31.8	29.6	129.5%	=6.9%
Free State	27.3	30.1	36.3	40.1	41.9	53.5%	4.5%
Gauteng	59.8	60.6	49.6	45.2	40.2	-32.8%	-11.1%
Kwazulu-Natal	24.7	19.8	18.3	17.7	22.7	-8.1%	28.2%
Limpopo	10.0	12.1	13.9	20.4	22.4	124.0%	9.8%
Mpumalanga	22.8	27.1	30.5	38.0	32.1	40.8%	-15.5%
North West	29.6	32.7	36.3	41.4	34.7	17.2%	-16.2%
Northern Cape	10.7	12.8	14.2	19.2	18.6	73.8%	-3.1%
Western Cape	20.1	19.8	25.1	29.6	32.8	63.2%	10.8%
South Africa	28.6	29.5	29.3	31.5	31.3	9.4%	-0.6%

Source: SAPS (2014)

According to Table 2.2, the crime in Gauteng has decreased by just over 11% from 2012 to 2013. This indicates that it is becoming ‘safer’ in this province, but customers might still think twice before visiting a restaurant that they believe is in a dangerous area.

According to the 2014 Discovery Vitality ObeCity Index (FoodStuff SA, 2014), South Africa currently has among the highest number of overweight people per capita in the world. The index shows that Bloemfontein has the highest number of **overweight people**. It also shows that Pretoria residents have the worst sleeping patterns and add the most fat to their food when cooking. The index indicates that Johannesburg has the least number of overweight people in the country. The implications are that FSRs in Pretoria should have both healthy options and items that have used more fat when cooking on their menus.

Although many aspects may keep customers from spending, there is still growth in the FSI (Exhibitions Africa, 2012), which means certain customer segments are still spending money on dining out. For instance, more and more women are working, which leads to an increase in income for many families and thus a greater spending power. Urbanisation and the increased access to technology have led to more informed customers that consequently make more knowledgeable decisions to improve their lifestyle. For this reason, dining out has become more popular. In developing markets a new wave of middle-class growth is unfolding, as the size and structure of families are changing all around the world.

Single women and groups of women are also going out and dining more often than previously, especially professional and working women with a good level of disposable income. Ladies' nights are very popular amongst this group, as restaurants tend to offer discounts to groups of women dining out on a specific day of the week. Consumer patterns also point to a greater number of women diners than men (Euromonitor International, 2005:3). Extended shopping hours at the regional malls have also provided additional growth opportunities (Osman, 2007:2).

Another important factor which restaurants should consider is that there are 11 official languages in South Africa, which displays the wide variety of **cultures** in the country. FSRs can capture a new market by adding a cultural element to their offering. Some FSRs are already focusing on making the dining experience a cultural experience. For example,

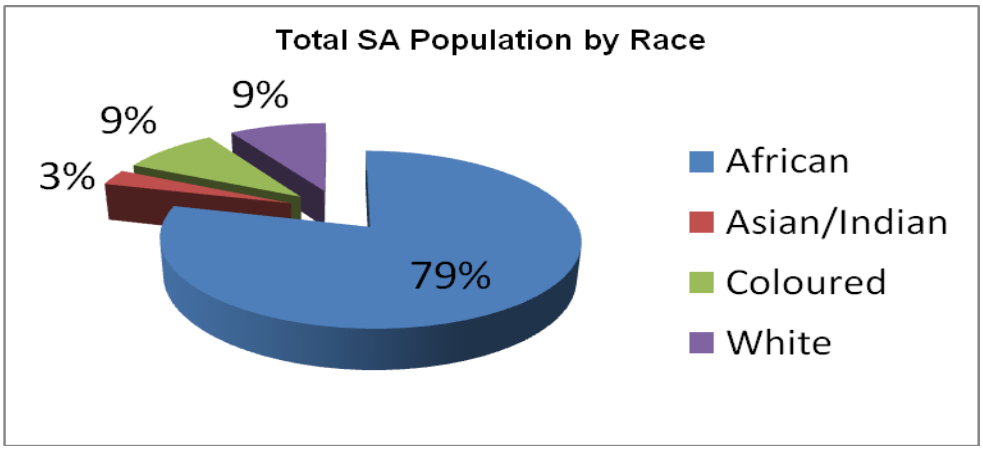
Moyo has traditional dancers and face painters that enhance the experience for the customers.

Although the population is overweight, there is a clear trend that South African consumers have become concerned with health and weight issues (**healthy living**). Both food quality and health issues are now prime concerns (Euromonitor International, 2011).

Despite the criticism levelled at the FSI in general, certain restaurants are setting a trend towards more healthy food choices. FSRs are repositioning themselves as quality food entities, offering healthier options as an attractive alternative to traditional fast-food products (Euromonitor International, 2014). Many restaurants have taken to using icons indicating which menu items are low fat, vegetarian, low cholesterol, endorsed by slimming organisations, and so on.

Black South Africans make up 79% of the total population (Stats SA, 2011) and are the largest racial group among the South African middle class. See Figure 2.5 below.

Figure 2.5: Total SA Population by Race



Source: Stats SA (2011)

The number of black South Africans in the middle class (**Black Diamonds**) has increased over the past few years, which allows these consumers to spend more on dining out

(Euromonitor International, 2011:7). Thus, this indicates an increase in expenditure on dining out, as the spending power of the middle class is increasing.

To summarise, although there are more constraints on customer spending, there is still an increase in consumer spending in the FSI. The following are a few aspects that have led to this increase in consumer expenditure on dining out in the past year:

- The emergence of the black middle-class (Osman, 2007:1).
- The increase in the number of working mothers and single parents (Euromonitor International, 2011).
- The increase in women dining out (Euromonitor International, 2011).
- Longer working hours and less time to cook (Euromonitor International, 2011).
- Younger customers are more willing to pay than older customers (Euromonitor International, 2014).
- Customers are more willing to pay for food if it is healthier and contains (or does not contain) certain ingredients (Euromonitor International, 2014).
- Working customers usually look for a quick breakfast or a lunch due to the increased pressure to work longer hours (Euromonitor International, 2014).

In the following section, the physical environment of the FSI will be discussed.

2.3.3.4 Physical environment

Terms such as global warming, carbon footprint, greenhouse effect, recycling and sustainability have become well-known terms throughout the world, and no company can avoid being environmentally responsible. It is expected of companies that they have a strategy to minimise damage to the environment. The earth we live on cannot be renewed or recycled; therefore, a team effort is needed.

According to Sustain Analytics (2012:11), environmental issues that have the most material impact on the Food and Beverage Industry are climate change, water security and waste management.

For FSRs, the impact of **climate change** lies in food supply chain insecurity and higher costs of ingredients. FSRs must reduce energy and fuel consumption in order to lower the cost to the customer (Sustain Analytics, 2012:31).

Another aspect of concern is **water management,** as South Africa is a water-stressed and semi-arid country (Sustain Analytics, 2012:36). Water should be used sparingly in order to reduce the impact on the environment and to reduce the cost to the company.

Waste management is also an issue for FSRs in South Africa. FSRs can do waste management through packaging reductions and by using recycled packaging for take-aways. Recycling of glass, paper and plastic containers will ensure a green approach and another idea is to donate natural waste to make compost.

With the adaption of these ideas, FSRs can attract the more environmentally-conscious customers.

2.3.3.5 Institution-political environment

Apart from the Platinum Mine and Post Office strikes, South Africa has one of the most stable political environments in Africa. In South Africa the taxation policies are extremely strict and effective. Civilian tax rates vary, depending on the monthly income. Tax laws and policies are being reviewed every year to eliminate any possible loopholes there might be.

Ongoing events in the world such as wars, terrorism and elections have a significant influence on all companies. These events affect interest rates and trade agreements

between companies; therefore, companies must have contingency plans to avoid any losses due to these events. The instability in Zimbabwe, for example, has had an impact on the FSI as more unskilled immigrants who need government support are fleeing to South Africa who needs government support (Solomon, 2000:1).

A positive note is that the South African Government is committed to stimulate small business growth and this has contributed a great deal to the growth of the FSI, especially for franchise restaurants (Euromonitor International, 2005:7). The Government provides tax breaks to small companies in order to create jobs, which should encourage even more growth in the FSI.

Legislation influencing the FSI

Every industry has various laws and legislations that are implemented to regulate the operating environments, as well as to protect the customer from misconduct. In the FSI there are several laws that have an influence on how FSRs operate. Some of it has to do with the business aspects of running a restaurant, and others with specific restaurant operations. These laws are discussed briefly in the section below (adapted from Euromonitor International, 2005:5).

The Consumer Protection Act

The Consumer Protection Act No. 68 of 2008 aims to promote responsible consumer behaviour, while creating a fair, accessible and sustainable marketplace for consumer products and services, with national norms and standards to ensure consumer protection (Labour Guide, 2014). The overall purpose of this act is to ensure good relationships between the customer and the supplier and to protect both parties during a transaction. The implication for the FSI is to ensure all information is shared with the customer regarding the products delivered.

Equal Opportunities Act

The Employment Equity Act Number 55 of 1998 was introduced in order to promote equal opportunity and fair treatment in the workplace through the elimination of unfair discrimination and the implementation of affirmative action measures. It has resulted in an increased number of previously-disadvantaged persons being appointed within the food service industry.

Skills Development

The Skills Development Act Number 97 of 1998 introduced mechanisms which would improve the relationship between the provision of education and the skills needed in the workplace. These include new learning programmes and new approaches to implementing workplace-based learning and financial incentives.

Liquor Legislation

In 2003 the National Liquor Act was passed and came into effect on 13 August that year. This legislation covers a wide range of aspects concerning the production, consumption and sale of liquor. The law's main impact on the FSI relates to the restrictions it imposes on the sale of liquor. Alcoholic beverages can only be sold for consumption on the premises of a licensed food service outlet. This is intended to regulate the number of illegal shebeens operating in the country. Further provisions contained in the National Liquor Act prohibit the supply of liquor as remuneration, the employment of children under the age of 16 years and the supply or sale of liquor to minors, as well as the advertising of liquor in a false or misleading manner. There are suggestions that the liquor level of drivers must be 0%, which can also influence diners in future.

Food Legislation

Food legislation in South Africa is the responsibility mainly of the health and agricultural sectors, and the following legislation is presently the responsibility of the health sector in this regard.

a) The Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 of 1972):

This Act governs the manufacture, sale and importation of all food products from a food safety control point of view. The Act is supplemented by regulations published by the Department of Health, aimed at setting the minimum standards and requirements to which all food products should comply - for example, the correct labelling thereof.

b) The Health Act, 1977 (Act 63 of 1977):

This Act governs the hygiene aspects of food premises and the transport thereof; milking sheds and the transport of fresh milk; and the inspection of premises, stipulating for instance the powers and duties of inspectors authorised in terms of the Act. A certificate of acceptability issued by the relevant local authority is required before food is allowed to be handled by a person.

As the above discussion indicates, the FSR has a great influence on consumer lifestyles, the economic welfare of South Africa and on job creation in the Tourism Industry. An increase in income for FSRs can contribute to the GDP of the country and help combat unemployment and poverty. But in order to reach these goals, restaurants must serve their customers in such a way that they are satisfied to such a level that they will return to the restaurant and increase the earnings of the restaurant. In the following section, future restaurant trends in the food service industry are discussed.

2.4 FUTURE RESTAURANT TRENDS IN THE FOOD SERVICE INDUSTRY

South African restaurant trends tend to follow food trends in the United States and Europe (Leong, 2008:23). The next section highlights the most important trends.

Steady growth forecast for South African consumer food service: Despite economic pressures on the consumer due to taxation and the National Credit Act, constant growth will remain steady over the next few years (Euromonitor International, 2011).

Smaller portions and snack sizes: The average consumer is eating more frequent, smaller meals. To respond to this demand, restaurants should provide smaller-portioned meals with lower prices (Euromonitor International, 2011).

Healthy options: As discussed earlier, healthy food choices are becoming more important. FSRs must meet this demand by supplying healthy menu options and by providing nutritional information on the dishes served (Leong, 2008:23).

Grocery stores with restaurants: More grocery stores are catering to customers' demands for chef-inspired food that is fast and convenient. Grocery stores such as Woolworths and Spar are hiring chefs and serving higher quality, hot food that can be eaten on site or as take-aways, with some stores even offering full-service restaurants. For example, Food Lovers Markets recently included a restaurant section in their stores.

Redefining casual: Restaurant consumers want good food, but they want it in a more relaxed setting. Consumers want five-star food in a setting where they can relax and unwind (Leong, 2008:25).

Alternative-source ingredients: Food such as local produce, organics, sustainable seafood, and grass-fed or free-range items are becoming popular in FSRs. (Euromonitor International, 2011). FSRs should consider the financial implications, however, as these products are more expensive than 'normal' products.

Speciality alcohol: Craft beer, signature cocktails and organic wines are among the top 20 restaurant trends (Euromonitor International, 2011). More restaurants are improving their beverage and alcohol options with new offerings.

Technology: FSRs continue to attract customers with improved in-restaurant technology such as wireless internet access.

Green practices: Energy-conservation practices among restaurants are on the rise. Many restaurant operators are trying actively to cut energy costs by installing gas stoves and ovens and utilising solar panels for heating water.

Value for money: Together with convenience, value for money remains a key factor in customers' choices of where to purchase food. Consumers want to obtain good quality food at affordable prices, rather than faster service (Euromonitor International, 2011).

2.5 CONCLUSION

To conclude, the FSI in South Africa contributes greatly to employment efforts and the GDP of the country. Despite negative factors such as the recent depression, rising petrol costs and crime in the country, the industry is still showing growth potential.

People are living healthier lives and are also more price-sensitive. Customers want value for their money as well as convenience, and FSRs are trying to meet these needs by continuously improving on the available technology and the service delivery. This industry is a key growth factor in the South African economy and should be understood and studied in order to create an increasing profit for the country and the individual FSRs. In the chapter to follow, the customers visiting these restaurants will be discussed in detail.

CHAPTER 3: MARKET SEGMENTATION AND LSMS

3.1 INTRODUCTION

In Chapter 2, the Food Service Industry in South Africa was discussed. In this chapter, the focus will be on market segmentation and the LSM measurement instrument. The purpose of this chapter is to give a view of how market segmentation can be approached, as well as how it is approached in the study.

The world is made up of many different customers, each with their own sets of needs and behaviours, which makes it very difficult to meet all types of customers' needs in the same way and with the same products. Therefore, the population needs to be segmented into groups with similar characteristics. Segmentation seeks to couple consumers with products that satisfy their individual sets of needs and behaviour patterns (Martin, 2011:17). Market segmentation is defined as the identification of groups of customers within the total population (Davis *et a*l., 2008:344) into distinct groups of buyers with different needs, characteristics or behaviours, who have identical responses to market stimulations (Chen, Lee & Huan, 2010:40) and who might require separate products or marketing mixes (Kotler, Bowen & Makens, 2005:262). The segmentation of the market is a midpoint between mass marketing and individual marketing (Nilson, 2010: 10).

Market segmentation has maintained a venerable position in marketing research literature since the ground-breaking work of Smith (1956) more than half a century ago (Andrews, Brusco & Currim, 2010:608). Since then, the theory of segmentation has played an important role in the Food Service Industries. By analysing customer segmentation, restaurant owners can provide better service, which could be differentiated from rival restaurants in the competitive hospitality industry (Lee Hwang & Choi, 2010:4).

Market segmentation strategies can be refined through a wide range of characteristics found among customers. One section within the market may be recognised by gender, while another may be made up of customers of a certain age category (Martin, 2011:17).

Some of the benefits of market segmentation are as follows:

- saving marketing expenses and time (Lee *et al*., 2010: 4)
- creating efficient marketing strategies when targeting customer segmentation (Lee *et al*., 2010: 4)
- designing responsive products to meet the needs of the marketplace (Peng, 2010: 20-28)
- gauging the company's market position (Peng, 2010: 20)
- providing an opportunity for small companies to compete with larger companies by better allocating their resources (Peng, 2010: 20)
- price and characteristics of the product can be more easily adapted to the market segments (Nilson, 2010: 10)
- public relations and the choice of distribution channels also becomes easier (Nilson, 2010: 10)

Good market segmentation will provide operational data that are practical, useable and readily translatable into a strategy (Juwaheer, 2007:4). There are different methods of market segmentation, each with various advantages and disadvantages. In the following sections these methods will be discussed in detail, as well as the methods mostly used in South Africa. The focus of the chapter will be on the chosen method of segmentation, namely SAARF LSM, as well as the specific target group which consisted mostly of LSM 9-10.

3.2 THE SOUTH AFRICAN POPULATION AND THE IMPORTANCE OF MARKET SEGMENTATION

Marketers are continually challenged to review methods of segmenting markets in which they are interested due to constantly changing modern marketing environments, fierce competition in many consumer goods markets and the need to target consumers more effectively (Ungerer & Joubert, 2011). This change is evident in South Africa's demographics and industry statistics. Some of the demographical changes we are witnessing in recent decades represent an increasing concern on national as well as global levels.

The reason for this concern is the alarming demographic trends, which have a negative impact on all business, and specifically the Food Service Industry, such as:

- reduced fertility and birth
- increased inequalities between age groups
- the ageing of the population
- increased external migration

  (Mazila & Mitroi, 2010: 159)

The South African population can be characterised as a multi-racial society of diverse ethnic groups and cultures, frequently referred to as the 'Rainbow Nation'. In 2013, the estimate of the total population was 52 982 000 million people. Fifty one per cent of this population is female. Gauteng has the largest population of people, approximately 11.19 million (22.4%) of the total population. Between 2001 and 2011 the population grew by 7 million. Life expectancy is between 52 and 53 years (SAARF, 2014) and the average age of the population is 25.

According to SAARF (2014), black Africans make up close to 79,8% of the total population followed by coloureds at 9%, whites at 8,7% and Indians at 2,5%. See Table 3.1 on the next page for a visual depiction of these statistics.

Table 3.1: South African Population Estimates 2013

Population group	Number	% of total population
African	42 284 100	79,8%
Coloured	4 766 200	9%
Indian/Asian	1 329 300	2,5%
White	4 602 400	8,7%
Total	52 982 000	100%

Source: Statistics SA (2014)

Higgs (2008) points out that South Africa is ideal for market research because of its cultural diversity and its high Gini co-efficient of 0.61. The Gini co-efficient is a measure of the degree of inequality in people's incomes (Opperman, 2010: 21). If the Gini-co-efficient is 0, everyone in the country is earning the same income. However, a greater (higher) Gini co-efficient indicates inequality in income in the country. The Gini co-efficient of 0.61 indicates the enormous gap of income distribution between the wealthy and low-income group. A marketplace as diverse as South Africa, and composed of many different people with different backgrounds, interests, needs and wants, necessitates the use of market research and market segmentation (Ungerer & Joubert, 2011:98). In the following section, the methods of market segmentation will be discussed.

3.3 METHODS OF SEGMENTATION

The key to successfully segmenting a market is to find the variables that split the market into actionable segments. There are two broad types of segmentation: namely, business market segmentation and consumer segmentation (Peng, 2010: 20-28). Seaton and Bennett (1996) noted that a tourism market can be separated by two main factors: namely, trip descriptors (business market) and tourist descriptors (consumer). Trip descriptors divide the tourism market by type of trip (e.g. business, leisure), while tourist descriptors focus on the person who is taking the trip (Chen *et al*., 2010:40). Similarly, the

Food and Beverage Industry can be separated into business market segmentation and consumer market segmentation. The two different types of segmentation will be discussed in the section that follows.

3.3.1 BUSINESS MARKET SEGMENTATION

Variables in business market segmentation include:

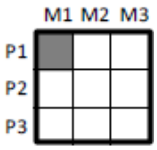
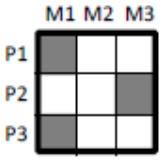
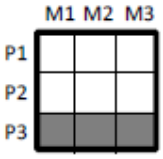
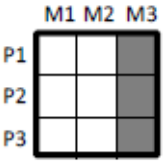
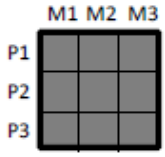
- business customer demographics (industry, company size, location)
- operating characteristics (technology, user/non-user status, customer capabilities)
- purchasing approaches (purchasing function organisations, power structure, nature of existing relationships, general purchase policies, purchasing criteria)
- situational factors (urgency, specific application, size of order)
- personal characteristics (buyer-seller similarity, attitudes towards risk, loyalty) (Kotler *et al*., 2005:262)

This study will not involve business market segmentation, but will focus on consumer market segmentation. Consumer market segmentation is taken as a “best-in-class” practice, as there are sundry variables that can be used to segment a market, such as demographics, lifestyle and needs. The next section will provide an in-depth discussion on consumer segmentation.

3.3.2 CONSUMER MARKET SEGMENTATION

Nilson (2010:14) argues that there are five different patterns of consumer market segmentation. These five patterns are indicated in Table 3.2 on the next page.

Table 3.2: Patterns of Consumer Market Segmentation

Single Segment Concentration	Selective Specialisation	Product Specialisation	Market Specialisation	Full Market Coverage
				

Source: Nilson (2010:14)

Single-segment concentration refers to the selection of only a single segment in the market, which will lead one to a strong knowledge of the customer's needs. Selective specialisation is used in order to spread a company's risk into different consumer groups. Product specialisation is when one product is developed for several market segments. One risk is that a product can get outdated very quickly, which will cause the company to lose its competitive advantage. With market specialisation, a firm specialises in serving many demands in a specific customer group. Full market coverage is when the firm serves all customer groups with all the products they need. Each FSR's segmentation strategy will vary according to its marketing strategy.

According to Du Plessis and Rousseau (2003:48), there are five bases for consumer segmentation, namely: usage or behavioural segmentation, demographic segmentation, geographic segmentation, lifestyle and psychographic segmentation and needs/benefit segmentation. Each of these sections will be discussed in detail.

3.3.2.1 Usage or behavioural segmentation

Buyers are divided into segments based on their knowledge of, attitude towards, use of or response to a product. Usage segmentation refers to the division of users and non-users, brand loyal consumers and uncommitted ones, or identifying the segments by reference to their rates of consumption. Consumer behaviour segmentation variables are

normally included as a sub-segment of consumer segmentation (Martin, 2011:16).

3.3.2.2 Geographic and geo-demographic segmentation

Geographic segmentation is based on the belief that consumers who live in the same region share some related wants and needs and those wants and needs could be very different from those of the consumers who are living in other regions of the world (Martin, 2011:17). Geographical segmentation is usually used together with other types of measurement and is the most useful when differences in product consumption correspond closely with demographic lifestyles or 'types' who live in different areas and suburbs.

3.3.2.3 Lifestyle and psychographic segmentation

This is performed on the basis of activities, interests and opinions of consumers. Psychographic segmentation was developed to compare personality with brands. Psychographics is classified as "the study of personality, values, attitudes, interests, and lifestyles" (Martin, 2011: 17).

Organisations need to know their consumers' behaviours to effectively connect with them and for the consumer to identify the organisation's products or services. Psychographic segmentation acts on the psychology of the prospective consumer and helps the merchant decide how he or she must manage consumers that belong to any specific segment (Martin, 2011: 17).

3.3.2.4 Needs/benefit segmentation

Segmentation by benefits sought is slightly more complicated than others (Wells *et al.*, 2010: 8). Consumers are classified into groups according to the specific benefits they seek from products. This method of segmentation relies on measuring consumer value systems as well as what the consumer thinks about product categories (Mohsen, 2013:29). Therefore, it is based on the differences in specific benefits that different groups of consumers look for in a product. The objective is to define specific niches that require custom-tailored promotion, and to focus on creating an offering that will suit the niche's requirements. When applying this form of segmentation to FSRs, one will consider the benefits received from dining out, such as less effort than cooking or waiter service. Therefore, an FSR that focuses on benefit segmentation will create an offering that highlights these benefits to the customer.

3.3.2.5 Demographic segmentation

Demographic segmentation is the most popular form of segmentation because it places consumers on definite, measurable scales which are easily understood by both consumers and marketers alike (Wells *et al.,* 2010: 5).

Based on aspects such as age, gender, marital status, income, occupation and education, demographic segmentation aids an organisation in understanding its consumers and satisfying their wants and needs. In today's global market, business is driven by a strong competition, causing demographic marketing analysis to be a great advantage to any organisation (Martin, 2011:17). Another reason for using demographic segmentation is that it is easy to measure these variables (Nilson, 2010: 12). Within demographic segmentation research, the two most individually explored variables are age and social class (Wells *et* al., 2010: 5).

When marketers are asked which singular means of segmentation is the most important, the answer is mostly age (Macchiette & Roy, 2001:264). Walker and Clurman (1997) state that age is the conceptual basis for generational marketing. This somewhat 'traditional' theory states that there are 'defining moments' in each generation, which construct a blueprint for a person's purchase behaviour, by linking people in the same generation together. There are four dominant generations: namely, the Maturists, the Baby Boomers, Generation X and Generation Y. A summary of the attitudes, characteristics and current age groups of the generations can be seen in Figure 3.1 below.

Figure 3.1: Generational Segmentation

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Gorbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Glastonbury
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"
Signature product	Automobile	Television	Personal Computer	Tablet/Smart Phone
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media
Communication preference	Face-to-face	Face-to-face ideally, but telephone or e-mail if required	Text messaging or e-mail	Online and mobile (text messaging)
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally, but increasingly will go online	Online — would prefer face-to-face if time permitting	Face-to-face

Source: Slideshare.com (2014)

Although generational segmentation can give valuable information on groups of people, it is agreed that it is not sufficient to create a competitive marketing strategy (Wells, *et al.,* (2010:8). Information technology is redefining market segmentation. It can be used as a predictor, but not as a singular means of segmentation. It is very useful when researching

varying levels of sensitivity specific to generational groups (Macchiette & Roy, 2001:283), but other methods have to be implemented as well.

In South Africa, the most widely known model for demographic segmentation is SAARF LSM (Living Standards Measure), which was considered when choosing the sample for this research. See Section 3.4 for a discussion on the SAARF LSMs. The following section will focus on SAARF LSM, its benefits, history and uses in this study.

3.4 LIVING STANDARDS AND SAARF LSM

3.4.1 LIVING STANDARDS

Living standards can be understood in many ways: through the goods and services people are able to consume, participation in social activities, the economic resources they have access to, their income, expenditure and wealth, as well as through direct measures of economic and material living standards (Breheny, Stephens, Mansvelt & Horrell, 2010:4).

According to Breheny *et al.,* (2010:4) there are three important aspects of living standards. Firstly, economic living standards relate to those aspects of wellbeing which include physical, social, psychological and environmental aspects that can be influenced by access to material resources. Secondly, living standards are a way of locating an individual in a continuum of varying material possibilities. Thirdly, living standards are the possibilities available to the individual due to the resources they have available.

According to Martins (2006:1), classical examples defining living standards are, *inter alia*:

- **Plato** (427 - 347 BC) in *The Republic* refers to ‘living standards’ as the level to which a person’s needs have been fulfilled. He includes under the term ‘need’ the need for food, shelter and clothes.

- **Aristotle** (384 - 322 BC) refers to the term 'living standards' as the socio-economic condition of a person as reflected by his social class. He identifies three such classes: namely, the very poor, the middle class and the very wealthy.
- **Ibn Khaldun** (1332 - 1406), in his famous work *Prolegomena,* used the term 'living standards' to refer to the level of skills a person, enabling him/her to enjoy a good lifestyle.
- **Charles de Secondat** (1689 - 1755) used the term 'living standards' to refer to the level of 'fortune' a person was enjoying. De Secondat (better known as Montesquieu) classified nations and people according to the level of 'luxury' they enjoyed.
- **Karl Marx** (1818 – 1883) used the term 'living standards' to denote the level at which people were able to accumulate capital and to improve their living conditions by using such income for food, housing, clothing and education.
- **John Maynard Keynes** used the term 'living standards' to differentiate between different levels of wealth transfer. In his famous work, *The general theory of employment, interest and money*, Keynes opined that a person's level of consumption is determined by his/her income. The higher the income of a person, the more he/she can consume and thus the higher such a person's living standard would be.
- **Robert Summers and Alan Heston** use the term 'living standards' to refer to the levels of material well-being of people and countries.

According to Narayan, Patel, Schaft, Rademacher & Koch-Shulte (2000:48-61), there are four universal aspects of living standards, namely:

- **physical capital**: this includes land and material possessions
- **human capital**: this includes access to healthcare, education and training, and a person's labour power
- **social capital**: this includes social networks, support groups and associations
- **environmental capital**: this includes grass, water, trees, fish and animals

For the purpose of this study, living standards are defined as the level of material goods, comfort and necessities available to certain socio-economic classes in South Africa.

3.4.2 SAARF LSM

In South Africa the SAARF LSM (South African Advertising Research Foundation Living Standards Measure) has become the most widely used marketing research tool (SAARF, 2014), (Van Biljon & Jansen van Rensburg, 2011: 9549). This tool can be used to segment any market according to its living standards, in order to achieve a deeper knowledge of that specific group. The SAARF LSM is a unique means of segmenting the South African market, as it cuts across race and other outmoded techniques. Instead, people are measured according to their lifestyle (SAARF, 2014).

Many people view LSMs as the 'polite' way of talking about race, but this is not the case, as race is not used as a segmentation variable. The SAARF Universal LSM should not be used in isolation. Human beings are much too complex to be described using a single differentiator such as LSMs. Only when combining LSMs with other descriptors such as language, income and life stage etc. can, powerful segmentation of the market be achieved.

Essentially, the LSM is a wealth measure based on standard of living rather than income. Income does not appear anywhere within the LSMs at all. Interestingly enough, variables such as income, education and occupation were tested as part of the first LSM, but did not add anything to the strength of the measure (Haupt, 2010).

The SAARF LSM originated during the late 1980s when SAARF used a combination of variables to formulate a segmentation tool for South Africa (SAARF, 2014). Each variable has a different weight, either positive or negative. The final score is calculated by summing all individual scores. A constant is also added to the total score to remove negative total scores. The original 13 variables can be seen in Table 3.3 on the next page.

Table 3.3: Original Variables

Original Variables	
1. Polisher/Vacuum cleaner	8. Sewing machine
2. Fridge / Freezer	9. Non-supermarket shopper
3. TV set	10. Rural dweller (Outside PWV & W Cape)
4. Water / Electricity	11. No domestic worker
5. Washing machine	12. No VCR set
6. No car in household	13. No tumble drier
7. Hi-Fi / Music Centre	

Source: SAARF, 2014

In 1993 the variables were changed to accommodate more modern household appliances, such as microwave oven and metropolitan dweller (new additions marked with *). The 1993 variables are indicated in Table 3.4 below.

Table 3.4: 1993 Variables

1993 Variables	
1. Fridge/freezer	8. Rural dweller (outside PWV & W Cape)
2. Water or Electricity	9. Hi-fi/music centre
3. Polisher/vacuum cleaner	10. No domestic worker
4. Non-supermarket shopper	11. Washing machine
5. No Car in household	12. Sewing machine
6. TV set	13. Metropolitan dweller *
7. Microwave oven *	

Source: SAARF, 2014

In 1995 it was decided that more variables could lead to a more reliable score, thus the 19 variables in Table 3.5 on the next page were used (new additions marked with **, such as flush toilet).

Table 3.5: 1995 Variables

1995 Variables	
1. Flush toilet **	11. Dishwashing liquid **
2. Polisher/Vacuum cleaner	12. Household supermarket shopper**
3. Non–supermarket shopper (personal)	13. Hot running water**
4. Fridge/Freezer	14. No credit facility **
5. No car in household	15. TV set
6. No financial services used **	16. Microwave oven
7. Neither water nor electricity	17. Rural dweller (outside Gauteng & W. Cape)
8. No insurance policy**	18. Washing machine
9. Hi-fi/Music centre	19. Hut dweller **
10. Telephone in home **	20. No domestic worker

Source: SAARF, 2014

In 2001 the SAARF Universal LSM was introduced in order to make comparisons between RAMS (Radio Audience Measurement Survey) statistics and TAMS (Television Audience Measurement Survey) statistics easier. Another 10 variables were added. See Table 3.6 below for the list of variables.

Table 3.6: 2001 Variables

2001 Variables			
1	Hot running water	16	Less than 2 radio sets in household
2	Fridge/freezer	17	Hi-fi/music centre
3	Microwave oven	18	Rural outside Gauteng/Western Cape
4	Flush toilet in/outside house	19	Built-in kitchen sink
5	No domestic in household	20	Home security service
6	VCR	21	Deep freezer
7	Vacuum cleaner/floor polisher	22	Water in home/on plot
8	No cell phone in household	23	M-Net/DStv subscription
9	Traditional hut	24	Dishwasher
10	Washing machine	25	Electricity
11	PC in home	26	Sewing machine
12	Electric stove	27	Gauteng
13	TV set	28	Western Cape
14	Tumble dryer	29	Motor vehicle in household
15	Home telephone		

Source: SAARF, 2014

Weighted scores are used to divide the South African population into ten LSM groups (Ungerer & Joubert, 2011: 102). Group 10 has the highest standard of living and Group 1 has the lowest standard of living. In 2004 the list was updated again, which is the list that is currently used. The variables included can be seen in Table 3.7 below.

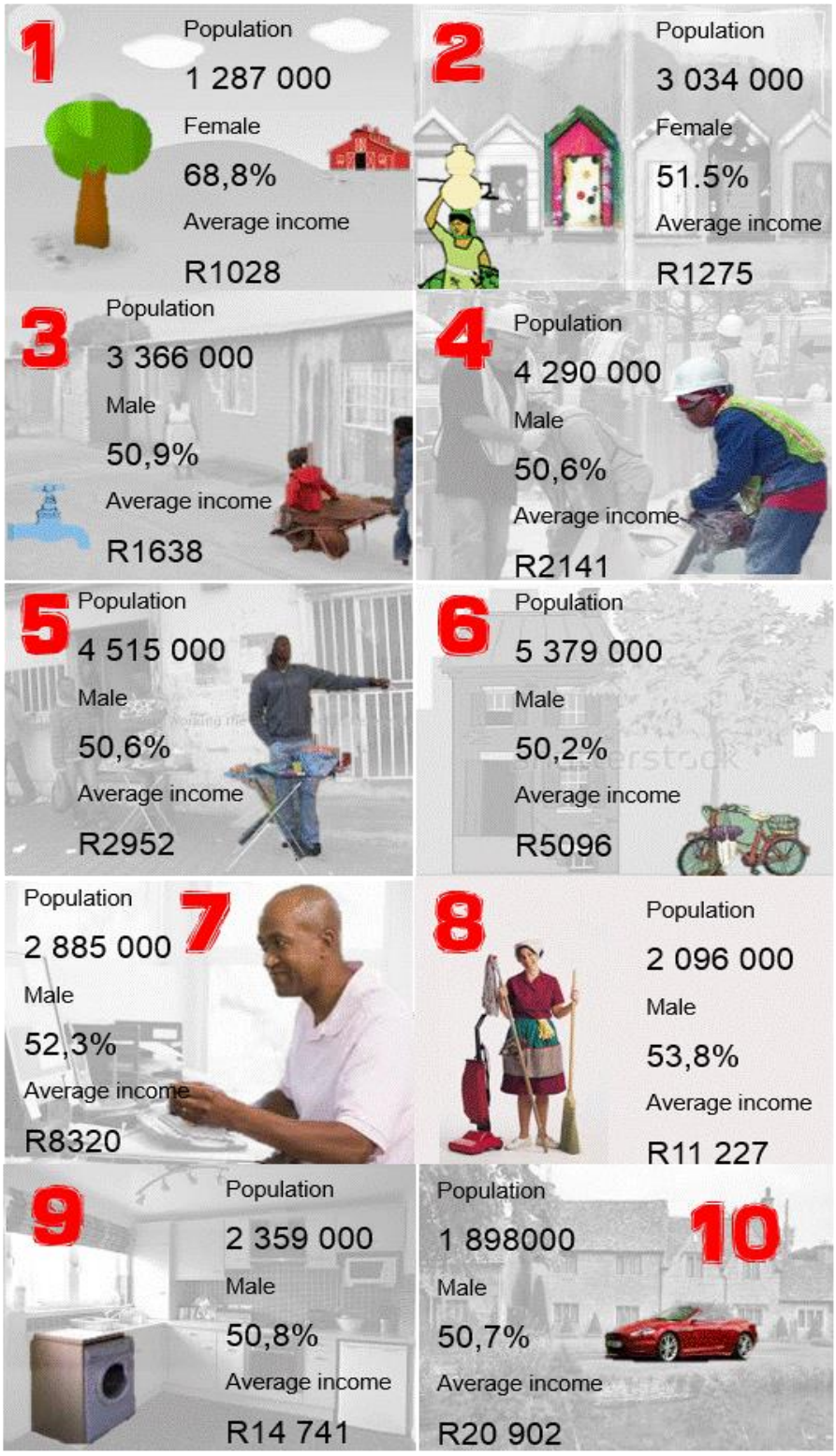
Table 3.7: Current Variables

Current Variables	
1. Hot running water	16. A deep freeze
2. Fridge/freezer	17. Water in home or on stand
3. Microwave oven	18. MNet and/or DStv
4. Flush toilet in house or on plot	19. Dishwasher
5. VCR in household	20. Metropolitan dweller
6. Vacuum cleaner/floor polisher	21. Sewing machine
7. Washing machine	22. DVD player
8. Computer at home	23. House/cluster/ town house
9. Electric stove	24. 1/more motor vehicles
10. TV set(s)	25. No domestic worker
11. Tumble dryer	26. No cell phone in household
12. Telkom telephone	27. 1 Cell phone in household
13. Hi-fi or music centre	28. None or only one radio
14. Built-in kitchen sink	29. Living in a non-urban area
15. Home security service	

Source: SAARF, 2014

In 2008 LSM groups 7-10 were updated to contain a ‘high’ subgroup and a ‘low’ subgroup in order to increase the reliability of the data. Using the LSM extensions, the industry can more finely define its target markets for products aimed at those with a high living standard (SAARF, 2014). Therefore, FSRs will have a better idea what their customers’ needs and expectations are, even before they enter the restaurant. See Figure 3.2 on the next page for a visual explanation of the LSM categories.

Figure 3.2: LSM in South Africa



Source: Adapted from: Red Ink Publishing (2014)

The target population for the purpose of the SAARF surveys is defined as the adult population (16 years and older) of South Africa, who reside in any type of private household, including live-in domestic workers, hostel dwellers and residents of informal settlements (Ungerer & Joubert, 2011:101). In the following section the focus will be on LSM 9 – 10, as it will form the majority of the focus group of the study.

3.4.3 THE LSM 9-10 PERSON

LSM 9-10 (the upper segment of the market) is the core population of this research. According to Martins (2006:3), LSM 8 to 10 households (18,9% of all households) account for 55,8% of the total household expenditure in South Africa. Therefore, if these segments' expectations of the service are met, FSRs can increase their income and profit greatly. Statistics of the higher LSMs can be seen in Table 3.8 below.

Table 3.8: LSM 9 and 10 Statistics of the year 2009

	LSM 9 Low	LSM 9 High	LSM 10 Low	LSM 10 High
Total :	1498 000 (4%)	1567 000 (5%)	1019 000 (3%)	1009 000 (3%)
Read any newspaper:	73%	72%	71%	71%
Accessed account via ATM card:	74%	77%	77%	82%
Average Household income:	R 16 726	R20 028	R23 992	R30 323
Used private transport once or more in past week:	86%	91%	92%	98%

Source: SAARF, 2014

Table 3.8 indicates that the majority of LSM 9 and 10 individuals read newspapers, have accessed their account via an ATM card and used private transport once or more in the past week (all statistics are above 70%). The LSM 9 high group is the biggest of the four

groups and they comprise 5% of the South African population. LSM 9 Low has an average household income of R16 726 and LSM 10 high has an average household income of R30 323 per month. This indicates that, although the four groups are very ‘close’ on the LSM scale, there is still a variance between LSM 9 low customers and LSM 10 high customers. According to Stats SA (2014), LSM 9-10 are mostly above the age of 35 and mostly men who are working full-time or are retired. These people are mostly white and live in metro or large urban areas. The household income is above R14 000 per month, which means that they can afford most luxuries.

Attitude measures are highly regarded and heavily used by many marketing communication managers, as a change in attitude has a greater influence on a purchase decision than recall (SAARF Attitudes User guide, 2010).

In a SAARF presentation about LSM attitudes (SAARF Attitudes User guide, 2010) five attitude groups in South Africa were identified. These include Global Citizens, Rooted, Distants, Nation Builders and the Now Generation. The first two groups mentioned are mostly in the higher LSMs. The key characteristics of the groups are deliberated in the section below (taken from SAARF Attitudes User guide, 2010).

Global Citizens (LSM 8-10):

- Global citizens embrace technology and innovation
- being unique and diverse has an appeal for them
- family life and friends are important
- they enjoy shopping, are status-conscious and keen on entertainment
- they are optimistic about the future
- youngest group, with two in every three being single
- home languages are English, Zulu and North Sotho

Rooted (LSM 8-10):

- they are concerned about social issues, such as poverty, crime, education, employment and gender roles
- they are worried about their personal safety
- group-orientated, rather than being individualistic
- language, family, relationships and patriotism are all of significance
- they care about their health and are concerned about the deterioration of the environment. The Rooted have the largest number of older people.
- main home languages are Afrikaans, English, Xhosa and Zulu

Now Generation (LSM 5 or lower):

- they are interested in owning overt symbols of material success
- status and fashion are of great interest to them
- they enjoy shopping, with advertising playing a role as an aid to decision-making
- they are worried about having sufficient income for their material needs
- predominantly young, single and black, though there is good representation of coloureds.
- they are more likely to be found in the lower LSMs, with a high rural component

Nation Builders (LSM 5 or lower):

- they are essentially collectivists
- their culture is a binding aspect
- they are optimistic about South Africa and subscribe to the Ubuntu philosophy
- they like to know what is happening in their community and in other African countries
- they are slightly more likely to be female than male
- they are well represented among those who are age 50 and over
- they are more likely to be in the lower LSMs

Distants (LSM 6 - 7):

- they are marginalised and out of the mainstream of society
- they hold old-fashioned attitudes concerning the roles of men and women
- they are concerned about the environment
- they are lonely and this can lead to a need for entertainment
- they are materialistic, being both brand- as well as status-conscious
- they are more likely to be male than female and are predominantly black
- they are in slightly higher LSMs than the Now Generation and Nation Builders

The section above gives a perspective on the types of people in the different LSM groups. As indicated above, this study will concentrate on the higher LSMs, namely a majority of LSM 9 and LSM 10 individuals.

3.5 CONCLUSION

Market segmentation has been a buzzword in the industry for more than 50 years, but is still a changing subject. Markets are evolving and the customer is becoming more knowledgeable about products, and their needs are also becoming more sophisticated.

As these customers and markets change, it is important that the industry changes with it and adapts products and offerings to best suit the customers' needs. As it is difficult to satisfy all customers with one product, market segmentation plays an important role.

In South Africa the most widely known method of segmentation is SAARF LSM segments. In this study, the focus will include a majority of LSM 9 and 10 individuals, the higher LSM groups. The reason for this decision is due to the fact that the higher LSM households (18,9% of all households) account for 55,8% of the total household expenditure in South Africa (Martins, 2006:3). This indicates that if these customers' needs are met, the dining experience will have been successful.

The next chapter will focus on the dining experience dimensions, what customers expect from the dining experience and how the Food Service Industry should prepare their dining experience in order to satisfy these customers.

CHAPTER 4: DINING EXPERIENCE DIMENSIONS OF FULL-SERVICE RESTAURANT CUSTOMERS

4.1 INTRODUCTION

In Chapter 3, the focus was on the identity and characteristics of LSM 9 and 10 customers. Knowledge of these customers will enable management to better satisfy the customers' needs.

This chapter explicates the key dimensions in the study, namely the dining experience dimensions of customers dining at FSRs. To give comprehensive insights into these dimensions, this chapter will attempt to explain the definitions, theories and models of expectations and perceptions of the dining experience. The dining experience dimensions are service quality, food quality and ambience quality. The service is intertwined with the actual product that is delivered, as well as the ambience of the restaurant. Therefore, the total dining experience will be viewed as one, with the three dimensions that contribute to the success of the experience.

The rest of the chapter is structured as follows. Firstly, customer expectations will be discussed in more detail, with regard to levels of expectations as well as with regard to the factors which will influence the customer expectations. Following the discussion on expectations, the dining experience dimensions will be explained in detail, with the focus on food quality, ambience in the restaurant and service quality.

Before continuing to the next section, it is important to differentiate between the expectations and the perceptions that a customer has (refer to Section 1.2). As mentioned earlier, expectations are a combination of customers' predictions about what is likely to happen during the dining experience, while perceptions are a customer's global

judgements or attitudes regarding the dining experience. The customers' expectations will be discussed in detail in the next section.

4.2 EXPECTATIONS OF THE DINING EXPERIENCE

As mentioned earlier, this abstract concept is the customer's predictions of what to expect of the dining experience. Expectations are part of a person's everyday life and are sometimes an unconscious act of pre-evaluating the situation that is going to occur. From a dining experience approach, expectations can be categorised into two types: namely, (1) food-based expectations (regarding the actual product) and (2) non-food related expectations (regarding the service and ambience of the FSR) (Kasapila, 2006:8). In this study, the term expectations is used to describe what customers believe about the ability of the FSR to satisfy their expectations. More specifically, expectations represent what customers feel a restaurant should offer (Markovic, Raspor & Segaric, 2010: 182).

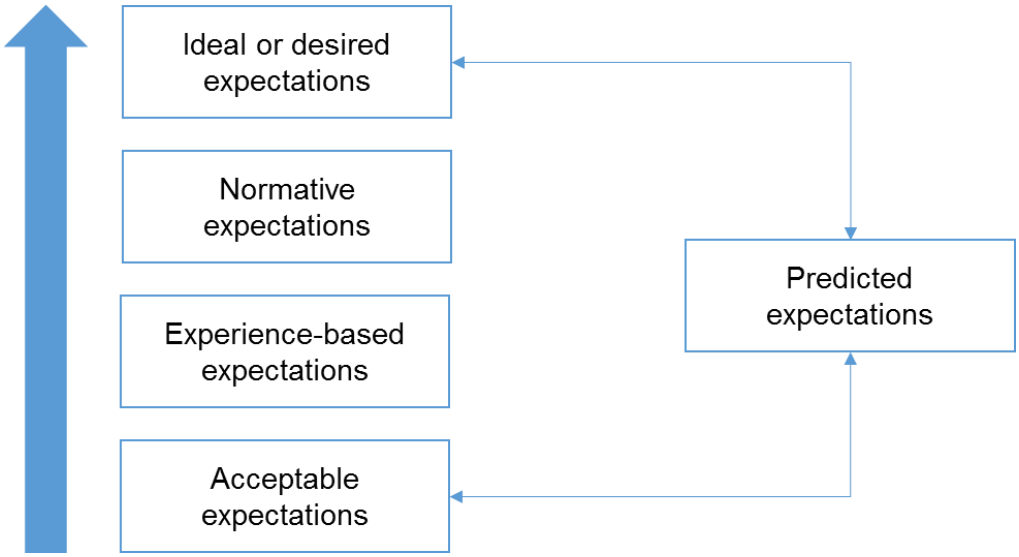
By use of the consumer decision making process one can identify the moments of truth or the moments when an impact can be made on how the consumer decides what products to buy (Lamb *et al*., 2008:112) or what restaurant to go to. The zero moment of truth is when customers do research on specific products and build up a picture of what they expect of the product's price, quality, performance etc. Knowing what the customer expects is a very important step in delivering a dining experience of high quality. If the management of FSRs do not know what customers expect, they can lose the customers' business as well as money and resources (Wilson *et al*., 2008:56). The first and second moments of truth are when the customer experiences the product and makes evaluations on that experience, but this will not be the focus of this section.

In the next section the levels of expectations will be deliberated.

4.2.1 LEVELS OF EXPECTATIONS

Based on the model in Figure 4.1 below, there are four levels of customer expectations, ranging from acceptable expectations, experience-based expectations, normative 'should' expectations to ideal expectations and desires.

Figure 4.1: Levels of expectations



Source: Zeithaml & Bitner, 2003:63

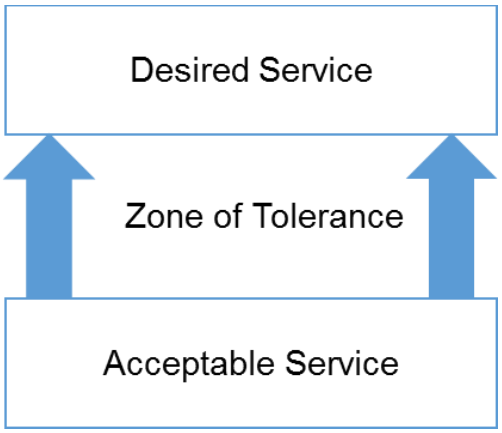
The desired level of service is the service that the customer hopes to receive (Wilson *et al.*, 2008: 58). This level is a blend of what the customer believes "can be" and "should be" done, as displayed in the example in Figure 4.1. The customer's desired expectation may be high quality food that is moderately priced and service offered in a relaxed atmosphere. Normative expectations represent what a customer thinks should happen - for example, at an expensive FSR, they will expect to receive service to match the price. Experience-based expectations are just as the name indicates: they rely on a customer's past experiences at the specific FSR. For example, in the past the service may have been a bit slow, so the customer will expect slow service again.

Alongside experience-based expectations are acceptable expectations, which indicate the minimum level of service that the customer will tolerate before being dissatisfied. For example, if a customer knows that the restaurant delivers good service in normal conditions, he will accept a slightly slower service if he perceives that the restaurant is very busy. Another example is that a customer will accept a less desired seat in a restaurant on Valentine's Day, just because he really wants to visit that specific restaurant on that day.

For the purpose of this study, the focus will be on the highest level of service: namely, the desired level and the lowest level which is acceptable service.

An important point to note is that services are not heterogenic and performance may differ from one occasion to the next. The extent to which customers are willing to accept this variation in service is called the zone of tolerance (Wilson *et al.*, 2008:59). See Figure 4.2 below.

Figure 4.2: Zone of Tolerance



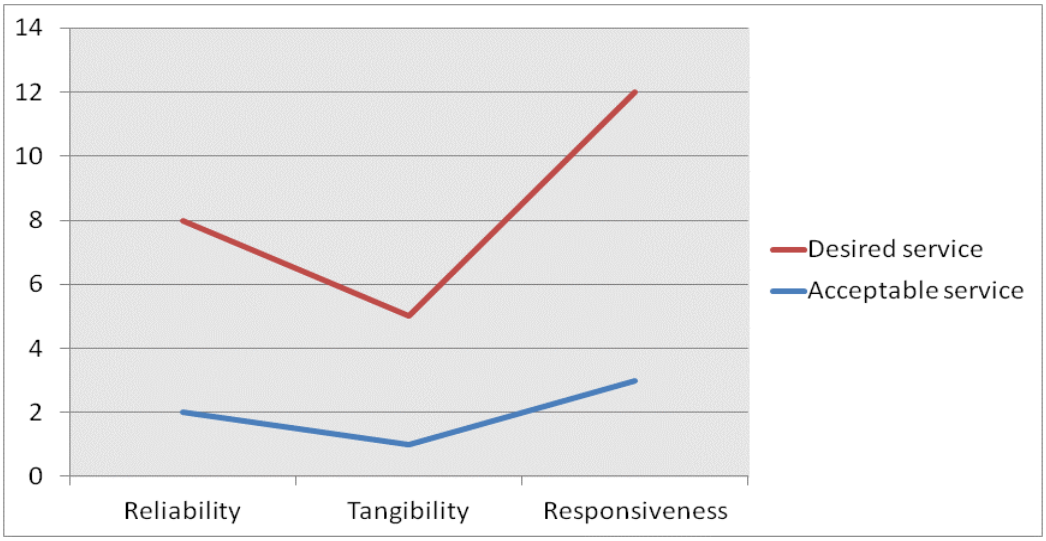
Source: Adapted from: Wilson *et al.*, 2008:59

If the service were to drop below the acceptable level of service, the customer would be dissatisfied with the service that is delivered. If the service is higher than the zone of tolerance (ie. when service exceeds desired service), customers will be completely

satisfied. Wilson *et al.,* (2008: 58) state that the zone of tolerance can also be seen as the window where customers do not specifically notice service performance.

There are two aspects of variability in the zone of tolerance that are important to take note of: namely, that customers have different zones of tolerance and that zones of tolerance may vary for service experiences (Wilson *et al.,* 2008: 59). Some customers have a "narrow" zone of tolerance, which means that they require higher quality service from FSRs, whereas other customers are satisfied with a "greater" range of services. Also, customers' zones of tolerance can vary for service experiences. For one customer, the tangibility aspects may be more important, therefore the zone of tolerance will be "narrower" for that specific part of the service. See Figure 4.3 below for a visual explanation. The zone of tolerance for tangibility is much narrower than the others. This means that the level of desired service is much closer to the accepted level of service.

Figure 4.3: Narrow zone of tolerance



Source: Adapted from: Wilson *et al.*, 2008:59

Despite these different levels of expectations, customers are not always aware of making these predictions or assumptions. Sometimes, customers only realise what they expected after they have had the chance to experience the actual service.

In the next section, the different factors that shape these expectations will be deliberated.

4.2.2 FACTORS THAT INFLUENCE CUSTOMER EXPECTATIONS OF THE DINING EXPERIENCE

Customer expectations can originate from three basic factors: namely, internal factors, external factors and situational factors (Kasapila, 2006:12). Internal factors include personal needs, philosophies of service and lasting past experiences. External factors are comprised of the social context and word-of-mouth recommendations. Situational factors such as reasons for eating out, the weather and time constraints will also impact customers' expectations of the dining experience.

All of these factors will ultimately contribute to how the customer predicts the service to be (see Figure 4.2). This predicted service is an estimate of the service that the customer will receive in the next service encounter. It differs from desired and acceptable service expectations in the sense that these levels are global assessments, whereas predicted service is only of the next upcoming service encounter. These predictions are likely to be more concrete and specific than expectations of desired and adequate services (Wilson *et al*., 2008:64).

For each customer these factors will differ and will have a different influence on the evaluation that they make of the service, but it is important to understand that not all customers will evaluate a service in the same way or with the same criteria. Therefore, in the next sections an attempt will be made to identify the most important elements when a customer predicts the outcome of the dining experience.

4.3 THE DINING EXPERIENCE

“The dining experience is a series of events – both tangible and intangible – that a customer experiences when eating out” (Davis *et al*., 2008:24).

The dining experience consists of several dimensions (Weaver *et al*., 2007:335). These dimensions can be built into a benefit package, which include all attributes, tangible and intangible, that a customer can recognise or pay for, use and experience (Shonk & Chelladurai, 2008:589), or aspects such as technical quality, functional quality and corporate image (Weaver *et al*., 2007:335). While the tangible elements can be easily improved, the intangible part of service requires a bit more attention (Markovic *et al*., 2010: 181).

In this study, the main dimenensions of the dining experience that will be discussed are food quality, service quality and ambience quality. These dimensions are shown in Figure 4.4 on the next page which also forms the basis of this study. The food element is the tangible part of the dining experience, the actual product that is delivered. The service quality is the overall judgement of the service delivered at the FSR and the ambience relates to the atmosphere and situational conditions in the restaurant. Within each element there are various factors that will contribute to the success of the element, which are shown below each element in Figure 4.4 (because this figure forms the basis of this study it was also indicated in Chapter 1, Figure 1.2).

Figure 4.4 indicates that when quality service, food and the correct ambient conditions are combined, the customer should be satisfied with the dining experience. If the customer is satisfied, he or she will most likely return to the FSR, become loyal to the establishment, stay longer at the restaurant and even give recommendations to friends to visit the FSR. Customer satisfaction is in essence the main objective of any service delivery process.

Figure 4.4: Dimensions and sub-dimensions of the dining experience

Source: Adapted from Kasapila, 2006:43

All of the elements in Figure 4.4 will be explained broadly in the following section, starting with food quality, then ambience quality and, finally, service quality.

4.4 FOOD QUALITY

Food itself is the central function of the meal (Choi & Ok, 2010:2). Many aspects of food have been researched in previous studies, such as taste, smell, visual attractiveness, nutrition, smell texture and so forth (Kasapila, 2006; Davis, 2008; Choi & Ok, 2010 etc). It is also one of the main motivators for customers to visit an FSR. In the following sections, the definition and sub-dimensions of food quality will be discussed.

4.4.1 DEFINITION AND IMPORTANCE OF FOOD QUALITY IN FSRS

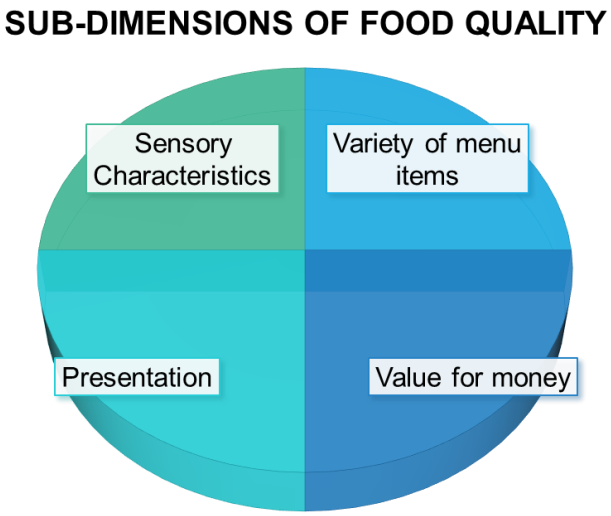
The quality of food that the customers will receive depends on various aspects such as price, the social context, the menu and the service. This means that when a customer visits a restaurant, he will not only judge the quality of the food itself, but also the surroundings and delivery of the service. This indicates that food cannot be measured as a sole sub-dimension of the dining experience, as there are other forces that will also have an influence. The relative importance of these various aspects will differ from customer to customer.

The quality of the food is very important, as it expresses the character of the restaurant operation, and is mostly responsible for the reputation of the FSR (Kasapila, 2006:26). The sub-dimensions of food quality are discussed in the section below.

4.4.2 SUB-DIMENSIONS OF FOOD QUALITY

According to Spears and Gregoire (2004:600), there are four sub-dimensions of food quality: namely, presentation, sensory characteristics, variety of menu items and value for money. These sub-dimensions are indicated in Figure 4.5 on the next page and discussed in detail in the sections that follow.

Figure 4.5: Sub-dimensions of food quality



4.4.2.1 Presentation

This sub-dimension relates directly to the actual appearance of the food. The food can have the best taste and smell, but if it does not look appealing, the customer will not even want to taste it. Brown (2004:113) states that the presentation of food involves both the combination of food on the plate and the garnishes and decoration of the food. The combination refers to the artistic layout of the food. The size of the plate is also important, as well as ensuring that hot foods are placed separately from cold foods.

As mentioned above, garnish can also be added to the dish to make it more presentable. According to Brown (2004:133), garnish adds colour and design to the plate. It should, however, complement the food on the plate and must be compatible with the type of food served. Garnishing can vary from leaves to fruit and nuts.

4.4.2.2 Sensory characteristics

It is said that most customers base their satisfaction with the food on the sensory characteristics (Brown, 2004:134). These characteristics include the colour of the food and beverages, the smell or odour of the food, the actual taste of the food and, lastly, the texture and temperature of the food.

4.4.2.3 Variety of menu items

The variety of the menu items refers to the selection of foods and cooking methods available. To some customers a wide variety of choice is important, especially with the focus on healthy eating (Kasapila, 2006:29). As the customers that visit an FSR are from a variety of backgrounds, ethnicities and cultures, restaurants should accommodate every customer by having a wide selection of items on the menu.

4.4.2.4 Value for money

Price and perception of the value received are important aspects influencing customer satisfaction (Choi & Ok, 2010:3). According to Zeithaml and Bitner (2003:490), value can be four different things. (1) Value can indicate a low price or (2) whatever the customer wants in the food product. Value can also be defined as the (3) quality that customers get for the price they pay or (4) what the customer gets for what the restaurant gives.

Weaver *et al.* (2007:336) define value as the overall assessment of the utility of a product based on perceptions and information given. If a customer feels that he has received value, it can be said that he has received a quality product (Shonk & Chelladurai, 2008:598).

As mentioned earlier, food is not the only aspect of the dining experience. The next section will focus on the second dimension: namely, the ambience in the restaurant.

4.5 AMBIENCE QUALITY

The service environment at an FSR includes the physical environment, or the feel of the restaurant. Aspects related to the ambience in the restaurant include the furniture, décor and all other attributes that can create a certain mood or atmosphere (Choi & Ok, 2010:3). In 2008, Ryu and Jang developed DINESCAPE to evaluate only this aspect of the dining experience. Certain factors were identified: namely, facility, lighting, table setting, layout and service staff (Choi & Ok, 2010:3). In the following sections, the definition and sub-dimensions of ambience quality will be discussed.

4.5.1 DEFINITION AND IMPORTANCE OF AMBIENCE QUALITY

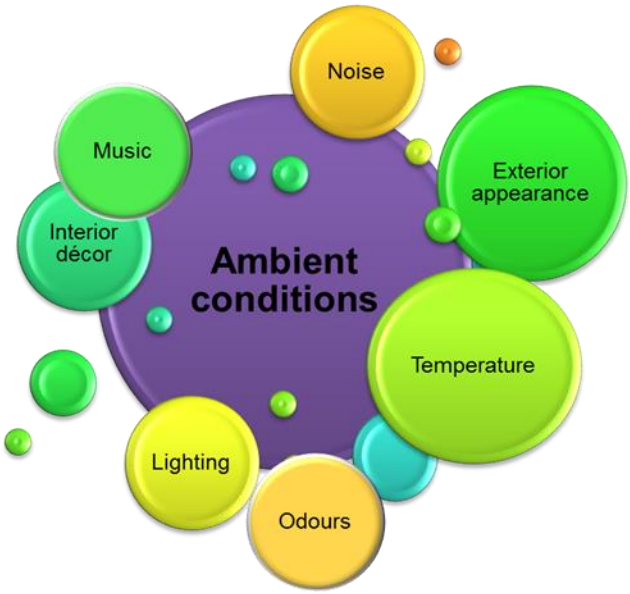
The ambience of a restaurant is made up of everything that makes an impression on customers (Kasapila, 2006:37). An FSR usually tries to create an ambience that will make customers relax, stay longer and spend more. The objective of a relaxing ambience is to encourage return behaviour. As different customers will perceive the ambience differently, the FSR's ambience should therefore be created to match the characteristics of its customers (Kasapila, 2006:38).

4.5.2 SUB-DIMENSIONS OF AMBIENCE QUALITY

The following three sub-dimensions of ambience will now be discussed: ambient conditions, spatial layout and functionality and signs, symbols and artefacts.

4.5.2.1 Ambient conditions

Figure 4.6: Factors that influence ambient conditions



Source: Adapted from Kasapila, 2006:39

As can be seen in Figure 4.6, there are several factors that influence ambient conditions - for example, the noise, interior and exterior décor and appearance, odours, lighting, temperature and music. According to Simpeh, Simpeh, Abdul-Nasiru and Amponsah-Tawiah (2011:121), ambient conditions affect the five senses. When a customer visits an FSR, he/she would like an environment which would make him/her feel comfortable and relaxed during the dining experience. A temperature that is too high can be uncomfortable and can produce negative emotional states in customers. Simpeh *et al*., (2011:121) also state that music tempo can affect pace of dining, length of stay, and amount of money spent.

Music can also be used to minimise the negative consequences of waiting in any service operation. Balance in the volume is also important, as too much sound may result in irritability and tension, but constant silence may be equally problematic. The type of lighting in an environment directly influences an individual's perception of the space, so that general communication is more likely to occur in bright environments, whereas more intimate conversation will occur in softer light. During the dining experience, customers do not evaluate a specific FSR based on only one environmental stimulus. All sub-dimensions combine to form a holistic picture. Each of these factors can have a significant influence on the quality of the dining experience. The ambient factors affect how people feel, think and evaluate the restaurant.

4.5.2.2 Spatial layout and functionality

Spatial layout refers to the way in which the restaurant is arranged. This includes the equipment, tables and chairs as well as the walkways and corridors. Functionality refers to the way in which the restaurant is designed, in order to facilitate the way that the customers and employees move and interact, and in the end how to accommodate the customer in the most comfortable way (Kasapila, 2006:33).

4.5.2.3 Signs, symbols and artefacts

Signs are necessary to direct customers to certain destinations such as the restrooms, as well as to communicate certain messages such as no-smoking and exits. Symbols and artefacts communicate less directly to the customer (Zeithaml & Bitner, 2003:299) and give certain cues about the restaurant. These symbols and artefacts are what help create the first impression of the restaurant. An example is the Spur restaurant where the whole feel is that of a Red Indian community. It is displayed in the way the menu is written, the type of lighting, the cattle-print seats and the feathers in the decorations. It also creates a feeling of familiarity and reduces anxiety.

The final dimension in the dining experience that will be discussed is service quality. Without quality service, the food and ambience will not create a satisfying dining experience.

4.6 SERVICE QUALITY

Studies show that service has become the leading element of the global economy over the last three decades (Cao, Townsend & Daniel, 2010:2). A service can be seen as a type of performance, as each encounter allows the FSR's personnel to perform actions and activities of value to the customer (Durvasula, Lyonski & Subbash, 2005:15). Kotler (2003) defined service as 'any behaviour or act based on a contact between two parties: the provider and the receiver, and the essence of this reciprocal process is intangible (Prasad & Shekhar, 2010:88). The same approach as in Manwa (2011) will be followed to measure service quality. In the following section the definition, characteristics and sub-dimensions of service quality will be discussed.

4.6.1 DEFINITION AND IMPORTANCE OF SERVICE QUALITY

When visiting an FSR, customers experience anxiety about service quality as they feel they have little or no control. This feeling may be attributed to uncontrollable service settings or due to employees' motivational levels (Weiermar, 2000: 398). It is important to manage employees and make management decisions to reduce this anxiety. At times, customers may even experience a mixture of service failure and service delight, which highlights the fact that evaluating service quality is personal and subjective (Sivakumar, Li & Dong, 2014: 52). There are three broad perspectives on service quality: namely, the product-orientated perspective, the user-orientated perspective and the value-orientated perspective. The product-orientated perspective sees service quality as the function of the discrepancy between the actual and ideal attributes of a product or service. The user-

orientated perspective sees quality as the ability of a product or service to satisfy human needs and the value-orientated perspective sees quality as the difference between benefits and costs. In Table 4.1 a summary of different quality perspectives can be seen.

Table 4.1: Service Quality Perceptions

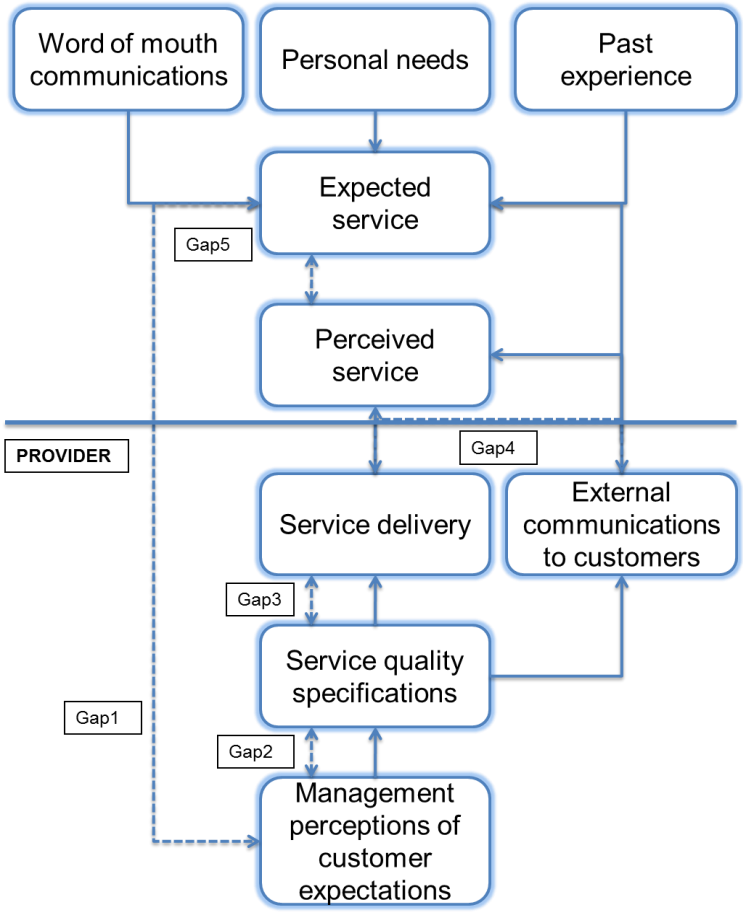
PERSPECTIVE	DESCRIPTION	CONTRIBUTING AUTHOR(S)
PRODUCT-ORIENTATED	Quality is the function of the discrepancy between actual and ideal attributes of a product/service that determines its desirability	Forker (1991), Garvin (1984), Teas (1993)
USER-ORIENTATED	Quality is the ability of a product or service to satisfy human needs and is equivalent to a customer's contentment with product/service attributes	Forker (1991), Garvin (1984), Hauser and Clausing (1988), Teas (1993)
VALUE-ORIENTATED	Quality is the difference between product/service benefits and costs	Forker (1991), Garvin (1984), Hirschman and Holbrook (1982)

Source: Adapted from: Tan, Benbasat & Cenfetelli (2013:81)

In this study, a combination of the perspectives in Table 4.1 is used. For the purpose of this study, service quality is defined as an overall, subjective (Chang, 2009:166, Shaikh, 2009:178) judgement or appraisal (Lee, Park, Park, Lee & Kwon, 2005:30) of the superiority of the product or service (Parasuraman in González *et al*., 2007:153-160) made by the customer regarding the excellence of a service (Weaver *et al*., 2007:335) and the degree and direction of the difference between expected, perceived and delivered service qualities (Shonk & Chelladurai, 2008:589; Kim *et al*., 2009:10-17).

Due to the various expectations of the customer and the delivery of the service, gaps can open up in the service delivery process. These gaps are illustrated in the SERVQUAL Model, which is shown in Figure 4.7 on the next page. This model provides an integrated framework for managing service quality and customer-driven service innovation (Bitner, Zeithaml & Gremler, 2010: 198). The primary goal of the model is to meet or exceed customer expectations.

Figure 4.7: SERVQUAL Gaps Model



Source: Adapted from Hang & Bradley, 2002

The SERVQUAL model identified five gaps. Gaps 1 to 4 lie within the control of the management of the FSR and can be used to analyse the causes of Gap 5 and to identify ways of reducing the gap. Therefore, Gap 5 relates to the customers' perceptions and expectations (Soita, 2012:264). This study will, however, not concentrate on the gaps, but will only measure customer expectations of service quality by looking at the five dimensions of service quality as derived from SERVQUAL: namely, reliability, responsiveness, assurance, empathy and tangibility. This approach was also followed by Manwa (2011) , who used these five SERVQUAL dimensions to determine whether Botswana restaurants meet customer's expectations.

By understanding the factors that influence customers' expectations of service quality, management can capitalise on the growing influx of people to their restaurant. Companies that provide superior service quality will also have a more satisfied customer base (Prasad & Shekhar, 2010:88).

4.6.2 CHARACTERISTICS OF SERVICES

Service quality is an abstract and elusive dimension with four characteristics unique to services: intangibility, inseparability of production, heterogeneity and perishability (Coa *et al*., 2010:2). These characteristics are explained below.

4.6.2.1 Intangibility

A service is intangible because a customer cannot see, hear, feel or touch the service, but also because it is difficult to conceptualise. A service is usually difficult to illustrate, describe or communicate. In addition, intangibility makes it difficult for a customer to evaluate the service that has been delivered, as there are no actual cues to go by.

4.6.2.2 Inseparability

Inseparability is the simultaneous production and consumption of services. Products are manufactured, then packaged, labelled and sold, but with a service all of these processes occur at the same time. In an FSR it means that a customer views the production process and is actually part of the process. Inseparability also means that in some instances the customers will interact with each other during the process and may even influence each other's experiences. For example, if a baby cries continually in a restaurant, the other customers will not have an enjoyable meal and will not be satisfied with the service delivered.

4.6.2.3 Perishability

Perishability refers to the fact that services cannot be saved, stored, resold or returned. With regard to FSRs, this means that when the restaurant has a bad day with few customers, the empty chairs cannot be saved or stored for a busier day. The restaurant can also not order more “chairs” for busier days. An unhappy client cannot return a service that he or she was dissatisfied with and a service can also not be tested or tried before actually receiving it.

4.6.2.4 Heterogeneity

Because the service is delivered by humans, it will differ every time. For instance, it is not possible for two waiters to give the exact same amount of care to customers. It is also difficult for a person to give the same level of service throughout the day. Also, different customers will evaluate services differently from one situation to the other. The only way to minimise the effect of heterogeneity is to increase the level of training that the service personnel receive.

4.6.3 SUB-DIMENSIONS OF SERVICE QUALITY

All of the characteristics mentioned in Section 4.6.2 make it difficult to evaluate the service delivery. This study, however, concentrates on the dimensions of the dining experience, specifically service quality, which will be measured by looking at the five sub-dimensions identified in the SERVQUAL model: namely, reliability, assurance, tangibility, empathy and responsiveness. These sub-dimensions will be discussed in the section to follow.

4.6.3.1 Reliability

Reliability refers to the ability to perform the promised service dependently and accurately (Fick & Ritchie in Seidman, 2000:10). This means that the FSR will deliver on its promises. Reliability may be characterised by accurate reservations of tables and accurate billing (Kasapila, 2006:35).

4.6.3.2 Responsiveness

Responsiveness is the willingness to help customers and provide prompt service (Fick & Ritchie in Seidman, 2000:10). Responsiveness is communicated to customers by the length of time they have to wait to be served, attention to problems, or answers to questions. If customers are assisted timeously, the quality of the service will be improved.

4.6.3.3 Assurance

Assurance is defined as the knowledge and courtesy of employees and their ability to convey trust and confidence (Fick & Ritchie in Seidman, 2000:10). Assurance is especially important if customers are uncertain about certain aspects of the service offering. An example will be if a waiter can give confident recommendations about the menu items.

4.6.3.4 Empathy

Empathy is defined as the caring, individualised attention the business provides to its customers (Fick & Ritchie in Seidman, 2000:10). In a restaurant setting, it is important to make the customers feel as if they are receiving personal attention. They want to feel understood and believe that their needs are being attended to. Empathy can be shown

by addressing the customer by his/her name if the customer is in the same peer group, or by addressing the customer's personal needs (Kasapila, 2006:36).

4.6.3.5 Tangibility

Tangibility is defined as the appearance of physical facilities, equipment, personnel and communication materials (Mohsen, 2005:52). If the tables are clean, the menus clear and neat and the bathrooms tidy, it will complement the intangible service and contribute to a higher quality of service.

The sub-dimensions mentioned above have been used extensively in previous research (Lee *et al*., 2005:30; Shonk & Chelladurai, 2008:589; Mohsen, 2011; Manwa, 2011 etc.), either as methods to describe a service or to use for the measurement of service quality.

4.7 CONCLUSION

In this chapter, the focus was on the customers' expectations and perceptions of the dining experience dimensions. To recapitulate, the dining experience is comprised of three dimensions: namely, the food quality, ambience quality and service quality. All of these dimensions work together to create a satisfactory experience for the customer, in order to meet or exceed the customers' expectations of the service. In other words, they must satisfy the customers' ideal expectations.

All of the dimensions are equally important in the dining experience, although some customers will place more emphasis on some aspects than others.

It is also important to note that a number of external factors influence the dining experience, such as infrastructure and transport (Rendeiro Marti 'n-Cejas, 2006: 875), but in this study the focus will not be on these elements.

The next chapter will contain information on the research methodology of the study, as well as the research tool that will be used: the questionnaire. The research design process is discussed in detail, as well as expected problems with the research and limitations to the research.

CHAPTER 5: METHODOLOGY

5.1 INTRODUCTION

Chapters 2 - 4 are comprised of the secondary research for this study. They provided the theoretical base on which the primary research was based and reviewed key concepts such as service quality, market segmentation and the full-service restaurant industry. This chapter spells out the research design for this study which encompasses the approach and techniques used to answer the research question. This chapter also presents the methodology used in this study which includes conceptualisation, operationalisation, sampling, data collection and data analysis. The measuring instrument, as well as the methods that were used to administer it, will be described. The chapter concludes with expected problems in the data collection process, as well as the limitations of the research.

The main purpose of the study is **to determine the expectations and perceptions of customers regarding FSR dining experience dimensions**.

The secondary objectives are:

- To determine the expectations of the dimensions of the dining experience perceived to be important by customers in FSRs.
- To determine customers' perceptions of the service quality received in a specific FSR.
- To determine customers' perceptions of the food quality received in a specific FSR.
- To determine customers' perceptions of the ambience quality received in a specific FSR.
- To determine if a relationship exists between the service quality sub-dimensions and customer satisfaction.
- To investigate the behaviours of customers in different demographic groups regarding their expectations and perceptions of the dining experience dimensions.

A further purpose of this study is to contribute to the current body of knowledge available concerning dining dimensions in the Food and Beverage industry. From this research, managers can gain a better understanding of the specific customer needs in order to minimise customer dissatisfaction, as well as to find ways of improving the service delivery process. In the sections to follow, the research design will be discussed.

5.2 CONCEPTUALISATION OF RESEARCH

This study was conducted under the positivist paradigm and used Figure 4.4 (See Chapter 4) as the conceptual framework. This framework indicates the three key dining experience dimensions that were measured in this study: namely, (1) food quality (expectations and perceptions), (2) service quality (expectations and perceptions) and (3) ambience quality (expectations and perceptions). Customer satisfaction was also measured as an indication of customer return behaviour and loyalty. The dimensions were discussed in detail in Chapter 4. A short summary of each dimension follows.

Food Quality: Food itself is the central function of the meal (Choi & Ok, 2010:2). The sub-dimensions of the food quality dimension are presentation, value for money, sensory quality and menu variety.

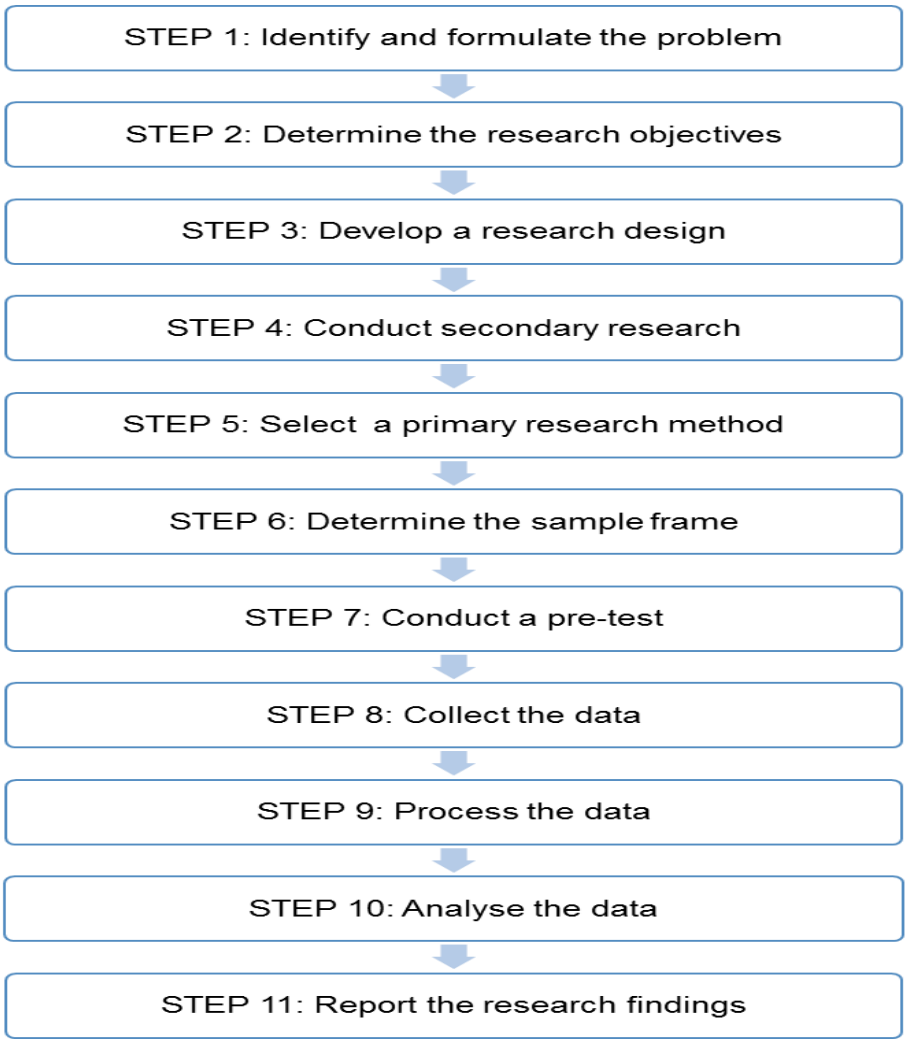
Service quality: Service quality is defined as an overall, subjective (Chang, 2009:166, Shaikh, 2009:178) judgement or appraisal (Lee *et al*., 2005:30) of the superiority of the product or service (Parasuraman in González *et al*., 2007:153-160) made by the customer regarding the excellence of a service (Weaver *et al*., 2007:335) and the degree and direction of the difference between expected, perceived and delivered service qualities (Shonk & Chelladurai, 2008:589; Kim *et al*., 2009:10-17). The five sub-dimensions are reliability, assurance, tangibility, empathy and responsiveness.

Ambience Quality: The ambience of a restaurant is made up of everything that makes an impression on people (Kasapila, 2006:37). The three sub-dimensions of ambience quality are: ambient conditions, spatial layout and conditions and signs, symbols and artefacts.

5.3 THE RESEARCH PROCESS

The research design guides the researcher in the design of the collection, measurement and analysis of the data. In the research design, the motivation for the methodologies chosen is given and the research design formulates the procedures that will be followed to obtain the information required to reach the research objectives. It also aids the researcher in making informed decisions regarding the research to be conducted. The research design process can be seen in Figure 5.1 below.

Figure 5.1: The Research Process



Source: Adapted from Lamb et al. (2008:132)

The steps in the research process will be discussed in the sections that follow.

5.3.1 STEP 1: IDENTIFY AND FORMULATE THE PROBLEM

The first step in the research process is when a problem or opportunity is identified. The opportunity identified for this study is explained in detail in Chapter 1. As mentioned in Chapter 1, a profusion of studies has been carried out on the dimensions discussed in this study, but the lack of previous research in the Food and Beverage industry in South Africa is evident. By understanding the significance of the dimensions and implementing the required dimensions, management can capitalise on a growing profit margin due to higher customer satisfaction. Therefore, the **main purpose** of this study isto determine the expectations and perceptions of customers regarding FSR dining experience dimensions.

5.3.2 STEP 2: DETERMINE THE RESEARCH OBJECTIVES

The objectives have been formulated according to the main purpose as stated in Step 1 and can be seen in Section 5.1.

5.3.3 STEP 3: DEVELOP A RESEARCH DESIGN

Cooper and Schindler (2008:142) list eight descriptors that can be used to describe the specific research design strategy. The eight descriptors used in the study are listed on the next page in Table 5.1.

Table 5.1 Research design descriptors

Category	Descriptor for this study
The degree to which the research question has been crystallised	Formal study
The method of data collection	Communication study
The power of the researcher to produce effects in the variables under study	Ex post facto study
The purpose of the study	Descriptive study
The time dimension	Cross-sectional study
The topical scope of the study	Statistical study
The research environment	Field setting
The participants' perceptions of research activity	Actual routine

Each descriptor will be discussed in the following section.

5.3.3.1 The degree to which the research question has been crystallised

Studies are either exploratory or formal and differ in terms of structure and the immediate objective of the study. Exploratory studies have the objective of discovering future research tasks. Formal studies aim to answer research questions and to test hypotheses (Cooper & Schindler, 2008:143). As this study aims to address the research objectives as set out in the introduction of this chapter, it can be seen as a formal study.

5.3.3.2 The method of data collection

This classification distinguishes between monitoring and communication processes (Cooper & Schindler, 2008:143). Monitoring involves studies where the researcher inspects or observes someone without eliciting response. Communication studies are where the researcher interacts with the subjects and collects their responses. This study involves a questionnaire and responses from the subject and is therefore classified as a communication study.

5.3.3.3 The power of the researcher to produce effects in the variables under study

In terms of power to produce effects, there is a difference between experimental and ex post facto designs. In an experiment, the researcher attempts to control the variables, whereas in an ex post facto design the investigator has no control over the variables (Cooper & Schindler, 2008:143). In this study the researcher attempts only to report what the subjects' expectations and perceptions are, therefore it can be seen as an ex post facto design.

5.3.3.4 The purpose of the study

The difference between the categories in this grouping is related to their objectives. There are four categories: namely reporting, descriptive, causal-explanatory and causal-predictive. This study is concerned with answering questions such as *who, what, where, when* and *how much* (Cooper & Schindler, 2008:144) and therefore falls into the descriptive category. The other categories aim to report on numbers, to answer why something has occurred or to predict the effects of one variable manipulating another variable.

5.3.3.5 The time dimension

This was a once-off study in the month of April 2014. Therefore the study represents a snapshot in time – a cross-sectional study (Cooper & Schindler, 2008: 145). The objective of this dissertation is concerned with the expectations and perceptions of customers regarding FSR dining experience dimensions and will therefore only reflect a certain time period, making the study of a cross-sectional nature.

5.3.3.6 The topical scope

The topical scope differentiates between case studies and statistical studies. A case study places more emphasis on a full contextual analysis of fewer events, whereas a statistical study is designed for breadth rather than depth (Cooper & Schindler, 2008:145). This study is statistical in nature and aims to capture the population's characteristics, that of a tertiary academic institution's employees, by making inferences from the sample's characteristics.

5.3.3.7 The research environment

The research environment will be under field conditions and will not be staged or altered in any way. Subjects will not be part of simulations or laboratory research; they will be in an environment that they know and actual environmental conditions will be reported.

5.3.3.8 Participants' perceptions of research activity

Participants' perceptions will influence the usefulness of this survey and can influence the outcomes of the research (Cooper & Schindler, 2008:145). As the research environment is under field conditions, participants should not perceive deviations from their everyday routines except for the completion of the questionnaire, therefore it is classified as a routine research activity.

Two methods were used to collect information: namely, secondary research and primary research methods. These methods are discussed in Step 4 and below.

5.3.4 STEP 4: CONDUCT SECONDARY RESEARCH

For the secondary research, a literature review was conducted. The purpose of the literature study was to obtain a broad overview of the customers' expectations and perceptions of the dining experience dimensions. If significant influences were noted in previous research, a foundation was laid for this study which made it easier to reach the objectives of the study.

The literature review consists of three chapters. In Chapter 2 the micro, market and macro environment of the Food Service Industry were discussed. Chapter 3 focused on market segmentation and specifically on the LSM measurements in South Africa. Lastly, in Chapter 4 the dimensions of the dining experience - service quality, food quality and ambience quality - were discussed.

5.3.5 STEP 5: SELECT PRIMARY RESEARCH METHOD

The purpose of conducting empirical research is to gain perspective on the identified dining experience dimensions with regard to the Gauteng FSR sector. The significance of using Gauteng is discussed in Section 1.5.2.

As stated in Section 5.3.3.2, there are two basic types of data collection: namely, monitoring and communication. This study is classified as a communication study, as the researcher questioned respondents and collected their responses. According to Cooper and Schindler (2008:217), there are three types of communication studies: namely, the self-administered survey, phone interview and a personal interview. Each of the options has different forms of interviewer involvement and errors. The self-administered survey has the least amount of interviewer involvement and due to this low involvement also a lower number of errors than the other two options. Thus, the quantitative data collection method that was used is a self-administered questionnaire (Refer to Appendix A).

The advantages of using a self-administered questionnaire are that data can be collected rapidly and it is perceived as more anonymous than other methods. Disadvantages can include the anxiety that participants may experience and the distractions in the environment (Cooper & Schindler, 2008:223). In the following section, the development of the questionnaire and the measurement instruments will be discussed.

5.3.5.1 The development of the questionnaire

This questionnaire (refer to Appendix A) was compiled with the primary and secondary objectives in mind. It consists of only close-ended questions. The questionnaire was phrased in English because it is the official language spoken at the academic institution. The questionnaire items are clear, precise and short. Respondents were able to read and understand the questions easily.

The self-administered questionnaire of this study comprised of an introductory paragraph, demographic questions and questions that tested the respondents' expectations and perceptions regarding the dining experience dimensions and customer satisfaction of FSRs.

The introductory paragraph provided respondents with a brief outline of the purpose of the study, gave an indication of the time frame it would take to complete the questionnaire and assured respondents of their anonymity in completing the questionnaire. After the introductory paragraph, a series of questions follow on the respondent's expectations and perceptions of full-service restaurants. The questionnaire concludes with a range of demographic questions.

To incorporate face validity, the questionnaire was compiled based on the framework given in Figure 4.4. Questionnaires from Eliwa (2006) and Kasapila (2006) were used as references for compiling the questionnaire. The questionnaire consists of the eight sections indicated in Table 5.2 on the next page.

Table 5.2: Sections of questionnaire

Constructs	Section
Expectations of Service quality	1
Expectations of Food quality	2
Expectations of Ambience quality	3
Perceptions of Service quality	4
Perceptions of Food quality	5
Perceptions of Ambience quality	6
Customer Satisfaction	7
Demographic questions	8

5.3.5.2 Measuring the dining experience dimensions

The questions in the questionnaire were prompted in such a way as to test the customers' expectations of the quality in any food service provider, as well as the actual experience and perceptions at a specific FSR.

A rating scale was used to measure expectations of food quality, ambience quality and service quality by asking respondents to indicate which sub-dimension they consider the most important within each dimension. A Likert-type scale (Hutchinson *et al.,* 2009:303) was used to test perceptions of food quality, ambience quality and service quality. This five-point scale, with labels ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), measures the degree to which respondents believe they receive quality in food, service and ambience.

Table 5.3 on the next page is a summary of the sources of questionnaire items and the objectives addressed by each item.

Table 5.3: Sources of questionnaire items

Overall objective: The main purpose of the study is to determine the expectations and perceptions of customers regarding FSR dining experience dimensions.				
Dimensions	**Sub-dimensions**	**Item numbers**	**Objectives addressed**	**Source**
Service quality	Service quality expectations	1.1 – 1.5	To determine the expectations of customers regarding FSR dining experience dimensions.	Kasapila (2006)
	Tangibility	4.n – 4.q	To determine customers' perceptions of the service quality received in a specific FSR.	Kasapila (2006)
	Reliability	4.r – 4.u		
	Responsiveness	4.e – 4.i		
	Empathy	4.a – 4.d		
	Assurance	4.j – 4.m		
Food quality	Food quality expectations	2.1 – 2.4	To determine the expectations of customers regarding FSR dining experience dimensions.	Kasapila (2006)
	Presentation of food	5.a – 5.c	To determine customers' perceptions of the food quality received in a specific FSR.	Kasapila (2006)
	Value for money	5.k – 5.o		
	Sensory attributes	5.d – 5.g		
	Variety of menu items	5.h – 5.j		
Ambience Quality	Ambience quality expectations	3.1 – 3.3	To determine the expectations of customers regarding FSR dining experience dimensions.	Kasapila (2006)
	Ambient conditions	6.a – 6.f	To determine customers' perceptions of the ambience quality received in a specific FSR.	Kasapila (2006)
	Spatial layout and conditions	6.l – 6r		
	Signs, symbols and artefacts.	6.g – 6k		
Customer satisfaction		7.a – 7.e	To determine if a relationship exists between the service quality dimensions and customer satisfaction.	Eliwa (2008)
Demographic questions		8	To investigate the behaviours of customers in different demographic groups.	NA

5.3.6 STEP 6: DETERMINE THE SAMPLING FRAME

Sampling design is comprised of the selection of a target population and a sampling method. These two aspects will be discussed in the sections that follow.

5.3.6.1 Target population and context

According to Williams, Sweeney and Anderson (2006:20), the population of a research study can be defined as the set of all elements of interest in a particular study. The target population for a study can therefore be defined as "those people, events or records that contain the desired information and can answer the measurement questions" (Cooper & Schindler, 2008:90).

The target population for this dissertation consists of educators at a tertiary academic institution in Gauteng. Gauteng province has been chosen because it contributes more than 33% to the economy and 10% to the GDP of Africa (Rudansky-Kloppers, 2014:1188). The units of analysis are the individual educators. Fifty-six educators worked at this institution at the time of the study. Educators of the tertiary education institution have been chosen because the majority of professional and managerial individuals are LSM 9 and 10 (TV South Africa, 2010), which indicates a broad knowledge of marketing concepts and experience at food service providers.

It is scientifically and academically valuable to conduct this study among the chosen participants for the following reasons:

- The information obtained will assist the management teams of FSRs in managerial decision-making.
- The information can be utilised by the management teams of FSRs to create a competitive advantage in their industry.

- Although the number of studies on the dimensions being measured has increased, little of this research has been applied to the restaurant industry in South Africa (Refer to Chapter 1).
- The findings can be applied to other hospitality industries in order to improve the customer service and customer satisfaction.

5.3.6.2 Sampling method

A good sample of the population will represent the characteristics of the population (Cooper & Schindler, 2008:377). The population that is chosen for this study are the employees of a tertiary academic institution in Gauteng. There are three campuses in Centurion in Gauteng. All of the lecturers at all three of the campuses were used for the study.

As the population is small and the database of the population could be obtained, a census was used and no sampling thus applies. Therefore random sampling was not necessary. Another sampling method that was considered is convenience sampling (or non-probability sampling), but it has numerous disadvantages. These include the lack of reliability of the design due to no existing controls to ensure precision; the chosen sample may not be representative of the larger population; and the lower statistical efficiency of the method. Another disadvantage of non-probability convenience sampling is the fact that the findings cannot be generalised to a larger population.

A census is defined as a count of all the elements in a population (Zikmund & Babin, 2007:90). According to Cooper and Schindler (2008: 375), a census is feasible when the population is small, and it is necessary when the elements are quite different from one another. The size of the population of the tertiary academic institution suggests that a census is feasible. Making the data collection instrument available to the entire population will maximise the response rate. Before the data can be collected, a pilot test should be conducted.

5.3.7 STEP 7: CONDUCT A PRE-TEST

Questionnaires should be pre-tested before they are disseminated to the sample, so that weaknesses in the design and instrument can be identified and corrected (Cooper and Schindler, 2008:76). Participant interest, question transformation, questionnaire length, the continuity and flow of the questionnaire and the question sequence were tested and the questionnaire was adapted accordingly. This pre-test can be seen as the pilot study.

The reasons for doing a pre-test can be to discover ways of increasing participant interest, to increase the likelihood that participants will remain engaged until the completion of the questionnaire, to discover question content, wording and sequencing problems, and to explore ways of improving the quality of the data (Cooper & Schindler, 2008: 358).

For the purpose of the pre-testing of the draft data collection instrument, a total of ten respondents were used who had the same characteristics as the units in the sample.

A collaborative pre-test was conducted among the ten respondents. This means that the respondents were aware of their involvement in the pre-test of the questionnaire. (Cooper & Schindler, 2008:369). Participant interest was tested, as well as the understanding of the questions and the terminology used.

The survey instrument for this study was thus pre-tested in the following way:

1. The first draft of the questionnaire was analysed by a statistician to ensure that the questions would provide statistically-sound information.
2. Amendments were made as recommended by the statistician, and the questionnaire was emailed to ten respondents who completed the questionnaire with comments on question wording, question clarity and question sequencing. Participants of the collaborative pre-test were informed of their involvement in the preliminary test of the questionnaire to be used and were asked to provide feedback.

3. Amendments were made again and the third draft was sent to the statistician for comments.
4. Final amendments were made and the finalised questionnaire was emailed to the target population.

In the following step, the approach taken to collect the data is discussed.

5.3.8 STEP 8: COLLECT THE DATA

Data were collected during the month of April 2014. The lengthy time period (one month) enabled the researcher to maximise the eliciting of information from participants. Respondents were made aware of the questionnaire by emails that were sent to them. No incentives were offered for the completion of the questionnaire.

The process for collecting the data was as follows:

1. The questionnaire was delivered in hard copy to the institution and emailed to all of the lecturers in the Pretoria campuses.
2. As lecturers completed the questionnaires, they either gave them to the secretary, who scanned and emailed the completed questionnaires to the researcher, or they emailed the completed questionnaires directly to the researcher.
3. For the following three weeks, on the Monday, reminder emails were sent to all of the lecturers.
4. At the end of the month, all of the data were captured on Excel.

In the following section, expected problems with data collection are discussed.

5.3.8.1 Expected problems with data collection

Various errors were identified that could influence the research findings through the use of the research method. The first type of error is caused by the respondent. Subcategories of this type of error include non-response error and response bias, which may have an impact on the accuracy of this study. Non-response error occurs when the respondent fails to answer a question or refrains from participating in the study. This error was limited by designing the questions in a way that is simple and easy to understand and answer (Zikmund & Babin, 2007:130).

Response bias is a participant error that is caused by the participant's conscious or unconscious misrepresentation of reality and also applies to this study. Establishing trust and understanding between the researcher and respondents will reduce the effects of the abovementioned error. The information that the respondent received as introduction to the survey can also reduce this error.

The second source of error is the situational factors, which can include any distractions such as the time available to the respondent, the setting and interference by other people during the time of the completion of the questionnaire (Cooper & Schindler, 2008:287). The method of managing the potential impact of this error was to select an appropriate situation and time for the approach. In order to limit the occurrence of this error, participants were emailed.

In order to reduce some of the problems mentioned above, a pre-test of the questionnaire was conducted, as indicated in Section 5.3.7.

Zikmund and Babin (2007:25) argue that the quality of the data is the degree to which the data represent the true situation. They also state that high quality data are accurate, valid and reliable. In order to ensure that the data are of high quality, quality assurance and quality control should be implemented at different points in the research timeline.

In this study quality assurance, which relates to the activities that occur prior to data collection, was used to ensure the preservation of the integrity of data. The main tool that was used to implement quality control was the pre-test that is described in detail in Section 5.3.7.

5.3.9 STEP 9: PROCESS THE DATA

The following section explains how data were processed for this study.

5.3.9.1 Data Capturing

Data for this study were captured electronically by looking at the responses on the emails and hard copies, depending on the type of communication the respondents preferred. Data were then recorded on an Excel spread sheet before being exported to SPSS.

5.3.9.2 Data Coding

Coding involves assigning numbers to answers so that the responses can be grouped into a limited number of categories (Cooper & Schindler, 2008:416). The codebook that was used in this study can be seen in Appendix B. The purpose of coding is to analyse and make sense of the data that have been collected. The categories are the partitions set by the data: for example, if the variable is race, the categories will be *White, Black, Coloured, Indian or Other*. In the codebook each of the categories is assigned a number.

All the questions were pre-coded and assigned categories and numbers during the design of the research instrument.

5.3.9.3 Editing

Data are edited to ensure consistency across the respondents and to locate omissions (Cooper & Schindler, 2008:93). Editing reduces errors in recording, improves language and grammar and improves legibility (Zikmund & Babin, 2007:56). Edited data are put into a form that makes analysis possible through coding. The editing process corrects problems such as interviewer errors before the data are transferred to the computer.

The data in this study were edited for the purpose of identifying and minimising errors, incompleteness and inconsistencies. From 56 prospective respondents (the target population), there were 51 who completed the questionnaire and 5 who did not complete the questionnaire. Only the 51 completed responses were used in the analysis. The data in the Excel spreadsheet were carefully checked to ensure that numerical values awarded to each response were valid and accurate.

This section dealt with the data processing involved in this study. The following section will focus on data analysis, which is the next step in the research process.

5.3.10 STEP 10: ANALYSE THE DATA

Data analysis is the application of reasoning to understand the data that have been gathered (Zikmund & Babin, 2007:93). Analysis involves determining patterns and summarising the details of the study. In this study, statistical analysis software (SPSS) was used to analyse the data. The descriptive and inferential statistics used in this study are discussed in the sections below.

5.3.10.1 Descriptive statistics

Descriptive statistics consist of data that are summarised and presented in a form that is easy for the reader to understand. Such summaries of data can be tabular, graphical and

numerical (Williams *et al*., 2006:12). The most common numerical descriptive statistics is the average or mean. In this study frequency counts and the associated percentage, as well as the mean, were used to present the information obtained from the research and the results were indicated in graphs and tables to make the data easier to interpret.

5.3.10.2 Inferential statistics

Descriptive statistics form a building block for inferential statistics. Inferential statistics are used to make inferences about a whole population from a sample: in other words, to generalise the data to the bigger population (Zikmund & Babin, 2007:289). Researchers use data from a sample to make estimates and test hypotheses about the characteristics through a process called statistical inference (Williams *et al*., 2006:16).

The inferential analysis of the data collected during the research process aims to address both the primary and secondary objectives of this study. The inferential analyses used in this study are as follows:

- The Pearson correlation coefficient was used to test if there is a statistically-significant relationship between each of the service quality sub-dimensions (tangibility, reliability, empathy, assurance, responsiveness) and customer satisfaction.
- The Pearson chi-square test, the Fischer exact test and Cramer's V value were used to determine whether a statistically-significant association exists between defined demographic groups and quality expectations.
- The Mann-Whitney and the Kruskal-Wallis nonparametric tests were used to test for statistical differences between defined demographical groups (such as age or gender groups) with regard to their perception of service quality, ambience quality, food quality and customer satisfaction.

These analyses lead to a better understanding of expectations and perceptions of service quality, food quality and ambience quality.

5.3.10.3 Reliability and validity

A measure is reliable to the degree that it supplies consistent results (Cooper & Schindler, 2008: 292). Reliable questionnaires can be used with the confidence that situational factors will not interfere and they work well under different conditions and at different times. When a questionnaire provides reproducible results, the measuring instrument is reliable (Zikmund & Babin, 2007:210).

Before analysing a data set, the researcher should do a variety of checks to make sure that the data are valid. It is not uncommon for errors to be made in recording data or entering them into the computer, but the researcher should try to reduce the number of errors through statistical tools, such as identifying outliers (Williams, *et al*., 2006:116). Validity is primarily measured through face validity, criterion validity, content validity and construct validity (Cooper & Schindler, 2008:291).

- Face validity is the extent to which content "looks" valid. The questionnaire was scrutinised by an expert to ensure a high face validity.
- Criterion validity reflects the success of measures used for prediction or estimation.
- Content validity refers to the degree to which the content of the items represents all the elements relevant to the study. Subject experts evaluated whether the items assessed content, in order to ensure content validity.
- Construct validity attempts to identify the underlying constructs being measured and to determine how well the test represents them. In this study, construct validity was determined by subjecting each sub-dimension to principal component analysis to determine if each represent a single construct.

The test for internal consistency (reliability) is Cronbach's Alpha, but owing to the small size of the sample, produces biased estimators and is thus not a valid measure.

5.3.11 STEP 11: REPORT THE RESEARCH FINDINGS

The last step in the research process is to present the data findings. Findings must be presented in an easily understandable manner and the researcher must be careful not to misrepresent the data. The statistical accuracy of a test should be stated precisely and the meaning of findings should not be over- or under-stated (Zikmund & Babin, 2007:73). The next chapter of this dissertation will deal with the detailed presentation of the study's data findings.

This concludes the steps in the research process. In the following section, assumptions made regarding the completion of the questionnaires are discussed.

5.4 ASSUMPTIONS MADE REGARDING THE COMPLETION OF THE QUESTIONNAIRES

Firstly, the researcher assumed that the respondents were honest and that they provided accurate answers. Secondly, the researcher assumed that the respondents were comfortable with the English language and the food service terminology used. Thirdly, the researcher assumed that the questionnaire was relevant to the rainbow nation with all its religions and cultures.

5.5 LIMITATIONS OF THE STUDY

Although this study does provide a unique insight into service quality, some limitations have to be highlighted.

- The target population of this study was employees at a tertiary academic institution in the Pretoria region. A broader population might give more insight regarding the behaviour of LSM 9 and 10 customers.
- The possibility of bias and the small number of actual respondents is a limitation of the study, as only 51 respondents completed the survey.

- The results of this study are limited to FSRs in Pretoria and cannot be extrapolated to apply to all the FSRs in South Africa.
- The study only focused on the actual service of the Food Service Provider, and not on ancillary services (such as the bathroom and internet facilities).
- Individual differences and external factors are not addressed, but can provide meaningful information in future studies.

5.6 CONCLUSION

This chapter focused on the research methodology followed in this study. The first section focused on the conceptualisation of the research, while the second section dealt with the research process that was followed. The chapter concluded with assumptions made regarding the completion of the questionnaires and the limitations of the study.

Owing to the nature of the research, no sample was selected and it was therefore decided that a census would be used and a self-administered questionnaire was developed. Secondary research was conducted on the related literature and primary data were collected which were then edited, captured, coded and cleaned before being analysed. Descriptive and inferential statistics were used in this regard. The outcome of these analyses as well as the research findings are discussed in detail in the next chapter.

CHAPTER 6: DESCRIPTIVE AND INFERENTIAL DATA ANALYSIS

6.1 INTRODUCTION

Descriptive and inferential statistical analyses were conducted to address the primary and secondary objectives of the study. A summary of the objectives and how they were addressed can be seen in Table 6.1 below.

Table 6.1: Study objectives

Objectives	How objectives were addressed in the study		
	Measuring instrument	**Descriptive statistics**	**Inferential statistics**
To determine the expectations of the dimensions of the dining experience perceived to be important to customers in FSRs.	Question 1 – expectations of service quality Question 2 – expectations of food quality Question 3 – expectations of ambience quality	Section 6.2.2 Section 6.2.3 Section 6.2.4	Section 6.5.2
To determine customers' perceptions of the service quality received in a specific FSR.	Question 4 – service quality perceptions	Section 6.2.5	Section 6.5.3.1 - 6.5.3.5
To determine customers' perceptions of the food quality received in a specific FSR.	Question 5 – food quality perceptions	Section 6.2.6	Section 6.5.3.6 – 6.3.5.10
To determine customers' perceptions of the ambience quality received in a specific FSR.	Question 6 – ambience quality perceptions	Section 6.2.7	Section 6.5.3.11 – 6.5.3.15
To determine if a relationship exists between the dining experience dimensions and customer satisfaction	Question 4,5,6 and Question 7	Section 6.2.8	Section 6.5.1
To investigate the behaviours of customers in different demographic groups regarding their expectations and perceptions of the dining experience dimensions.	All questions	All sections	Section 6.5.2 - 6.5.3

The descriptive statistics describe the demographic composition of the sample as well as the response profile of the statements that tested the respondents' expectations and perceptions of the dining experience dimensions in full-service restaurants, as well as their satisfaction with full-service restaurants.

The inferential statistics aimed to determine:

- Statistically-significant relationships between each of the dimensions of service quality and customer satisfaction (Section 6.5.1).
- Statistically-significant associations between the respondents' expectations of each of the dimensions of service quality, food quality and ambience quality and the demographic profile variables (Section 6.5.2).
- Statistically-significant differences between the categories of each demographic profile variable with regard to the respondents' perceptions on dimensions of service quality, food quality and ambience quality (Section 6.5.3.1 – 6.5.3.15).
- Statistically-significant differences between the categories of each demographic profile variable with regard to customer satisfaction (Section 6.5.3.16 – 6.5.3.20).

This will contribute to a better understanding of the factors that influence the decision to dine out, as well as the factors that lead to customer satisfaction. The data analysis process was followed as described in Chapter 5. Firstly, the descriptive statistics are presented, followed by the inferential statistics.

6.2 DESCRIPTIVE ANALYSIS OF THE RESEARCH FINDINGS

The frequency tables, which report the number and percentage of the respondents that selected each option, as well as the cumulative percentages, were constructed with the use of SPSS. These frequency tables can be seen in Appendix C. Figures were compiled with the use of MS Excel. The measuring instrument was designed, amongst other functions, to measure respondents' expectations and perceptions towards the service quality of FSRs. The 71 questions, made up of a range of statements or items, were

aimed at determining respondents' expectations and perceptions of full-service restaurants regarding the ambience quality, food quality and service quality. The last section of the measuring instrument also contained demographic questions. These findings are depicted in the next section and are followed by the findings regarding expectations and perceptions.

6.2.1 DEMOGRAPHIC COMPOSITION OF THE RESPONDENTS

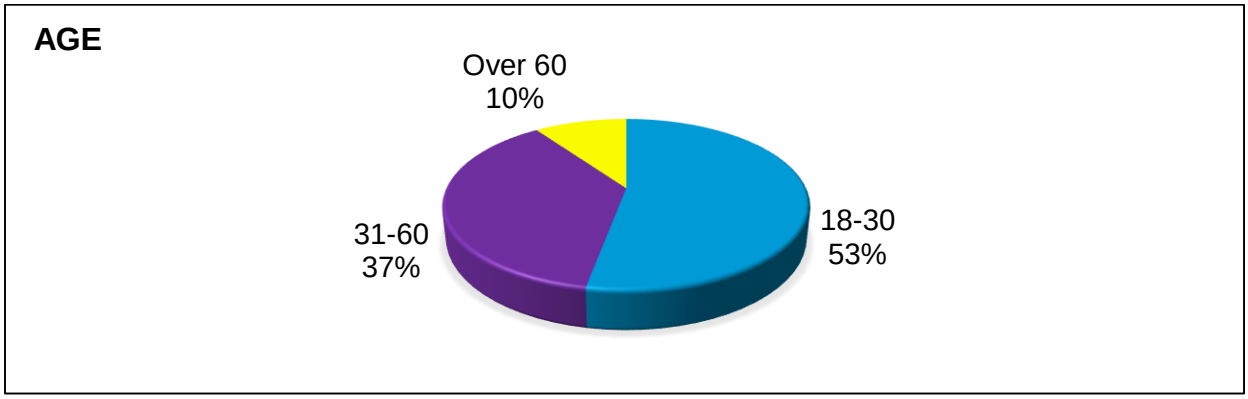
In total, 51 respondents completed the questionnaire. The census consisted of 56 respondents, which indicates that 5 respondents did not respond, possibly due to the fact that they are part-time contract lecturers and did not work during the time of the study. The results are displayed as a percentage of the total number of responses received from each question.

The respondents were asked to indicate their age, gender, highest level of qualification, ethnic group and their LSM level. The results of the demographic profiling questions are presented in frequency tables (refer to Appendix C) and figures in the section that follows. The discussion that follows only highlights the most significant findings from the descriptive data analysis.

6.2.1.1 Age

The results for the variable "age (in years)" are presented in Figure 6.1 on the next page and in Table 9.1 in Appendix C.

Figure 6.1: Age of the respondents

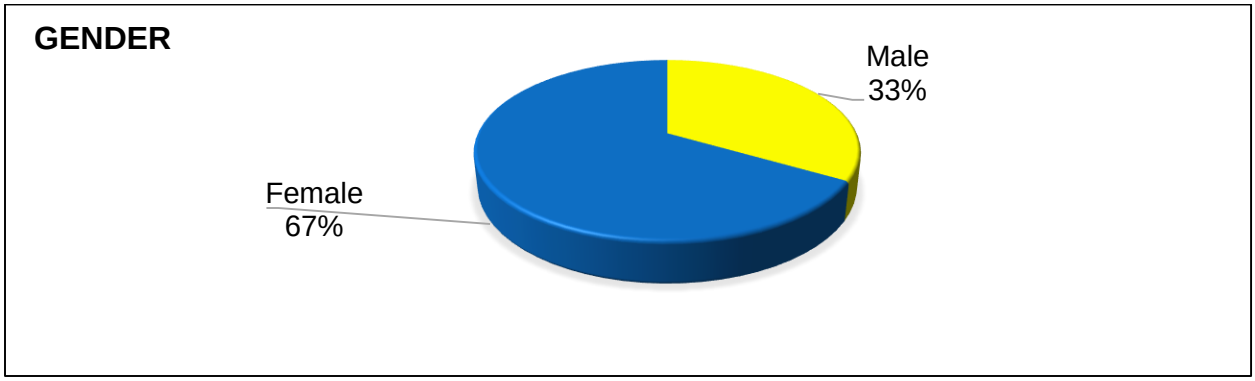


According to the results in Figure 6.1, the majority of the respondents (53%) are younger than 31, with the second largest group of respondents between the ages of 31 and 60 (37%).

6.2.1.2 Gender

The results for the variable “gender” are presented in Figure 6.2 below and in Table 9.2 in Appendix C.

Figure 6.2: Gender of the respondents

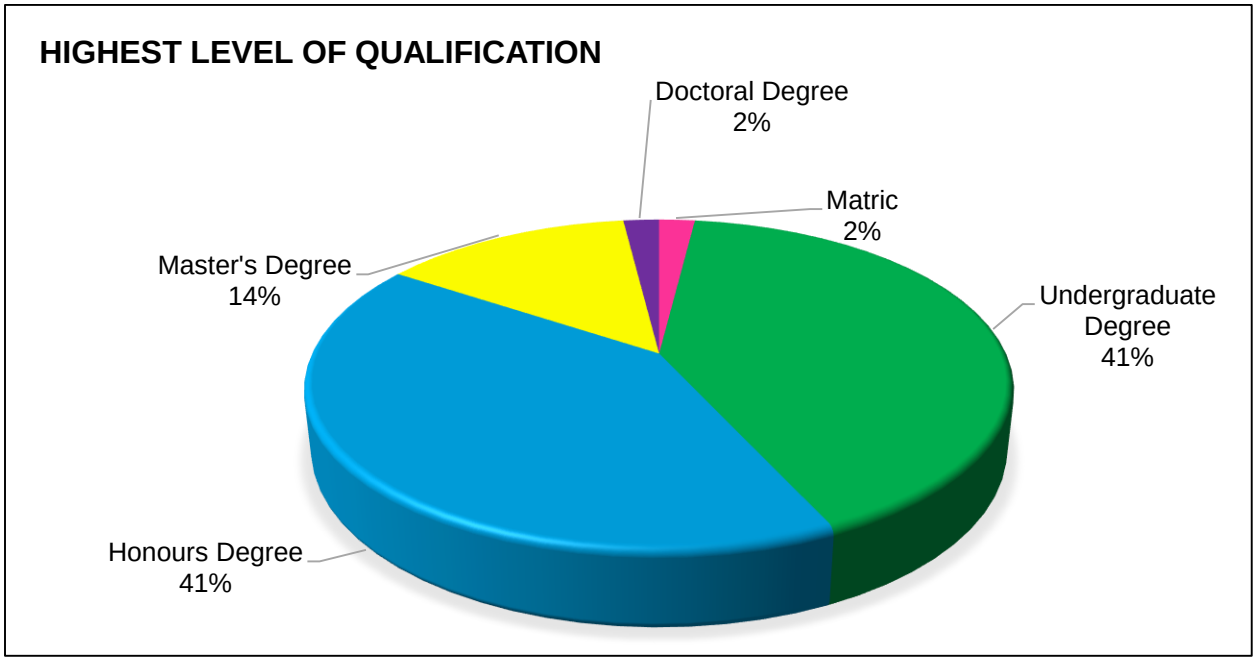


Most of the respondents were female (67%), with males only 33%. In most academic institutions, females are the larger segment of the two. Our country profile also indicates that females form the larger group (refer to Chapter 2).

6.2.1.3 Highest level of education

The results for the variable “education” are presented in Figure 6.3 below and in Table 9.3 in Appendix C.

Figure 6.3: Respondents’ highest level of education

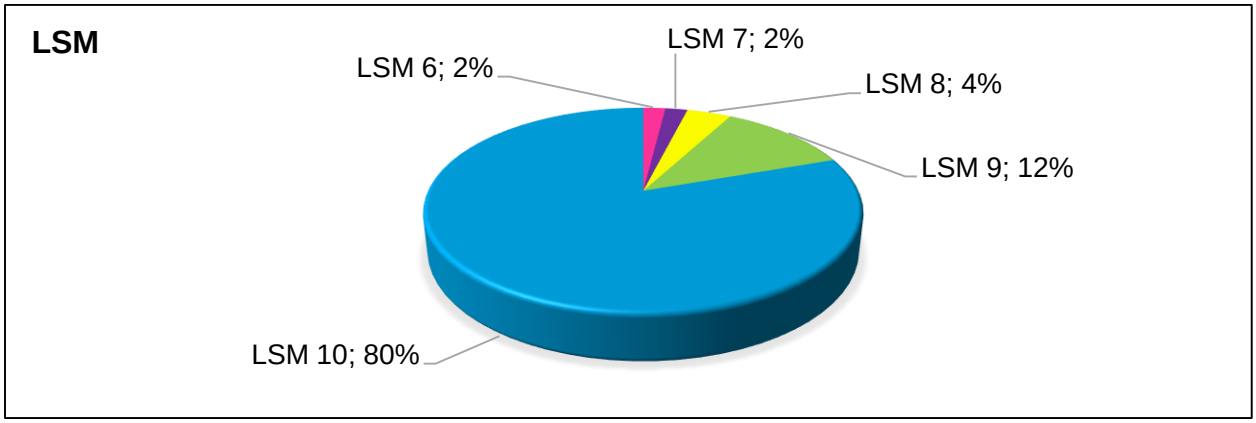


The respondents’ highest level of education is mostly undergraduate degrees (41%) and honours degrees (41%). 14% of the respondents have completed a Master’s degree and 2% of the respondents have completed a Doctoral degree. Only 2% had no tertiary education (this may be due to the fact that some lecturers are appointed on consultation base from industry and do not necessarily have the qualification in a field, but gained experience from industry that can be beneficial).

6.2.1.4 LSM

The results for the variable “LSM” are presented in Figure 6.4 below and in Table 9.4 in Appendix C.

Figure 6.4: LSM



The majority of the respondents are in LSM levels 9 and 10 (92%), which are the two highest lifestyle groups. LSM is a wealth measure based on standard of living rather than income, thus the higher the LSM group, the higher their standard of living. Refer to Chapter 3 for more information on the LSM groups.

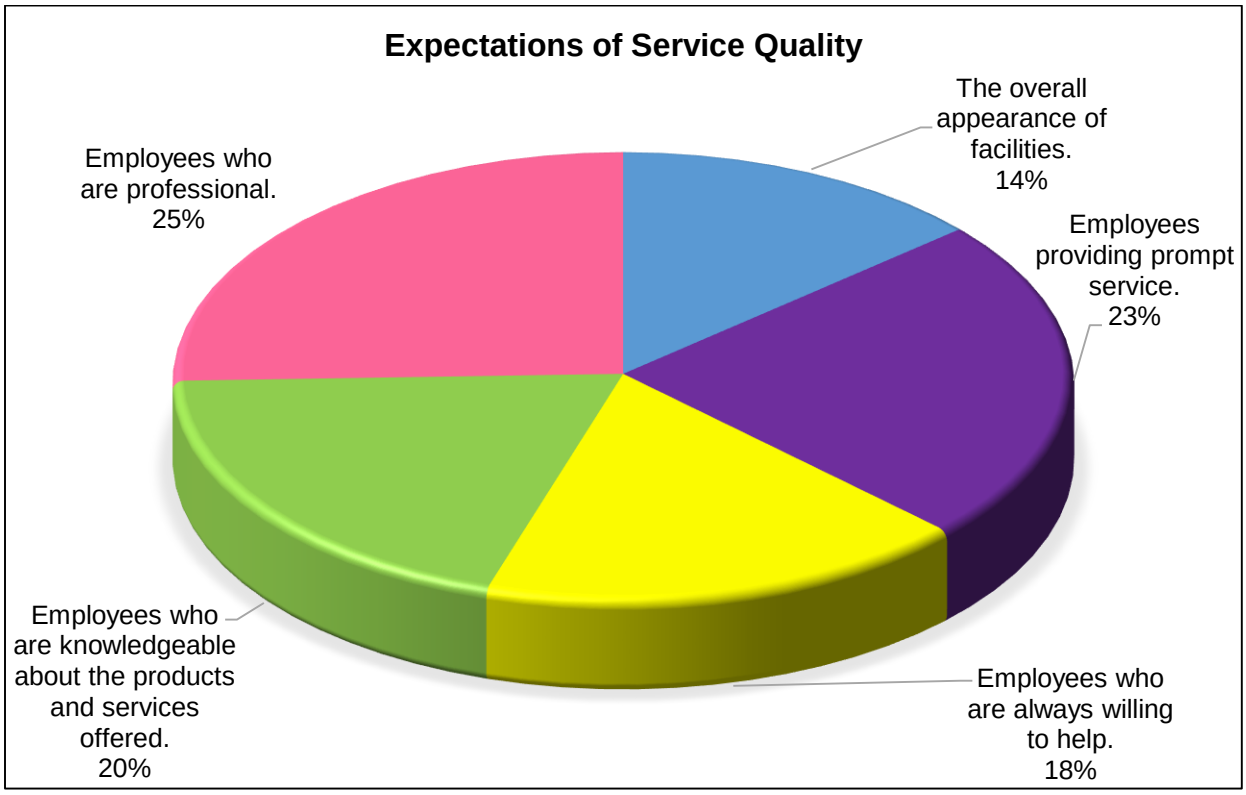
The next section of the descriptive statistics will deal with the expectations of service quality.

6.2.2 EXPECTATIONS OF SERVICE QUALITY

Expectations of service quality were measured by asking respondents to indicate which aspect they considered the most important amongst the following aspects: (1) the overall appearance of facilities, (2) employees providing prompt service, (3) employees who are willing to help, (4) employees who are knowledgeable about the products and services offered or (5) employees who are professional. The results for the variable “expectations

of service quality" are presented visually in Figure 6.5 below and in Table 9.5 in Appendix C.

Figure 6.5: Expectations of service quality



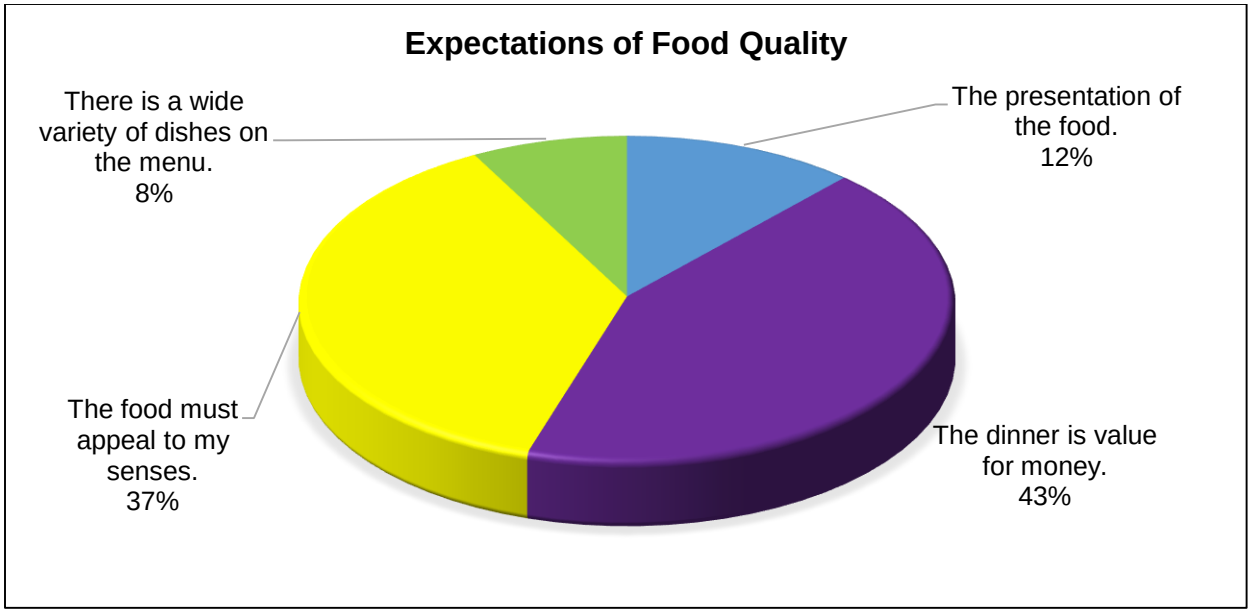
From the figure above, it is evident that most customers (25%) regard employees who are professional as the most important aspect regarding their expectations of service quality. Twenty-three percent of the customers (23%) also regard employees who provide prompt service as the second most important aspect.

Respondents tended not to consider the overall appearance of the facilities as the most important aspect, as only 14% of the respondents indicated this statement as the most important. The next section will deal with expectations of food quality.

6.2.3 EXPECTATIONS OF FOOD QUALITY

Expectations of food quality were measured by asking respondents to indicate which aspect they considered the most important amongst the following aspects: (1) the presentation of the food, (2) the dinner as value for money, (3) the food must appeal to my senses or (4) there is a wide variety of dishes on the menu. The results for the variable "expectations of food quality" are presented visually in Figure 6.6 below and in Table 9.6 in Appendix C.

Figure 6.6: Expectations of food quality

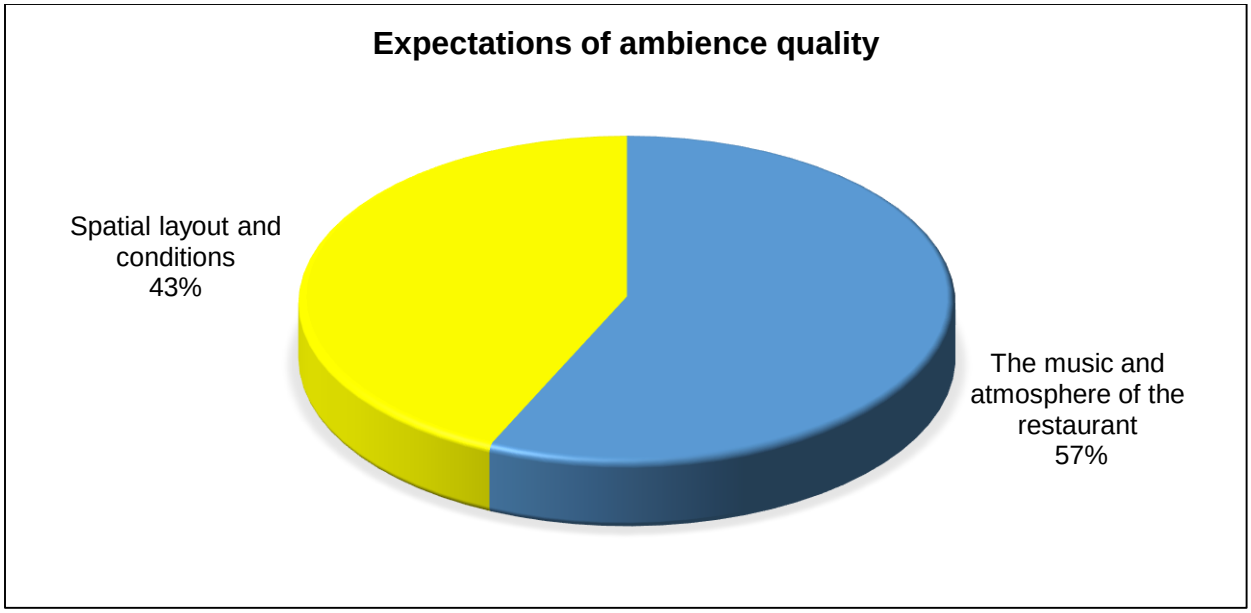


The majority of the respondents (43%) indicated that value for money is the most important aspect to customers with regard to their expectations of food quality. Value for money relates to the price of the food in relation to the quality and quantity of the food served. Another aspect that respondents deemed as an important aspect when considering food quality, was that food must appeal to their senses. 37% of respondents indicated that they expect the food to taste, look and smell good. Only 12% of the respondents view the presentation of the food as important. The next section discusses the expectations of ambience quality.

6.2.4 EXPECTATIONS OF AMBIENCE QUALITY

Expectations of ambience quality were measured by asking respondents to indicate which aspect they considered the most important amongst the following aspects: (1) the music and atmosphere of the restaurant, (2) the spatial layout and conditions in the dining area or (3) sufficient signs and symbols in the restaurant. The results for the variable "expectations of ambience quality" are presented visually in Figure 6.7 below and in Table 9.7 in Appendix C.

Figure 6.7: Expectations of ambience quality



The majority of the respondents (57%) indicated that the music and atmosphere is the most important aspect regarding their expectations of the ambience in restaurants, while 43% of the respondents indicated that the spatial layout and conditions are the most important. None of the respondents indicated that sufficient signs and symbols were the most important aspect with regard to their expectations of the ambience in FSRs. Possible reasons for this finding can be that customers do not notice signs and symbols, but will realise how important this is if it is NOT sufficient.

The next section of the descriptive statistics will deal with the section on perceptions of service quality, food quality and ambience quality.

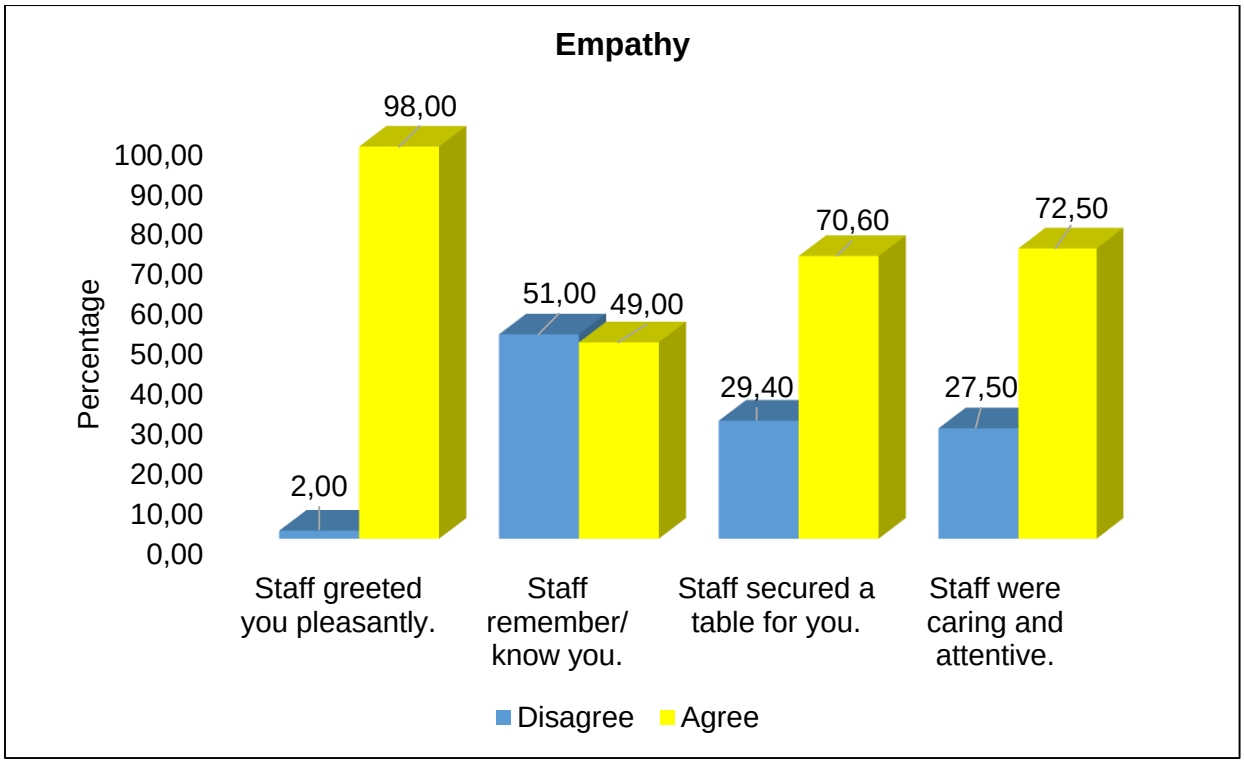
6.2.5 SERVICE QUALITY PERCEPTIONS

Five sub-dimensions were used to measure service quality: reliability, assurance, tangibility, empathy and responsiveness. The items in each sub-dimension were measured on a 5-point Likert-type response format ranging from strongly disagree (1), disagree (2), neither agree or disagree (3), agree (4) and strongly agree (5). The results in the next section indicate only the percentage in agreement and the percentage in disagreement or neutral. The percentage in disagreement or neutral is calculated by summing the percentage of responses to the answers (1) strongly disagree, (2) disagree and (3) neither agree or disagree per individual item. The answers (4) agree and (5) strongly agree per individual item within each of the five sub-dimensions is summed to calculate the percentage in agreement. The results obtained are presented and discussed below.

6.2.5.1 Empathy

Empathy is defined as the caring, individualised attention the firm provides to its customers (Fick & Ritchie in Seidman, 2000:10). In a restaurant setting, it is important to make the customers feel as if they are receiving personal attention. In the study, empathy was measured by Questions 4a - 4d. Questions asked of respondents referred to how the waiter treated them on arrival and throughout the dining experience. Respondents were requested to rate the attentiveness of the waiters, whether they greeted them pleasantly, whether they were caring and whether they took orders promptly. The results for the sub-dimension ‘empathy’ are presented visually in Figure 6.8 on the next page and in Table 9.8 in Appendix C.

Figure 6.8: Service Quality perceptions: Empathy

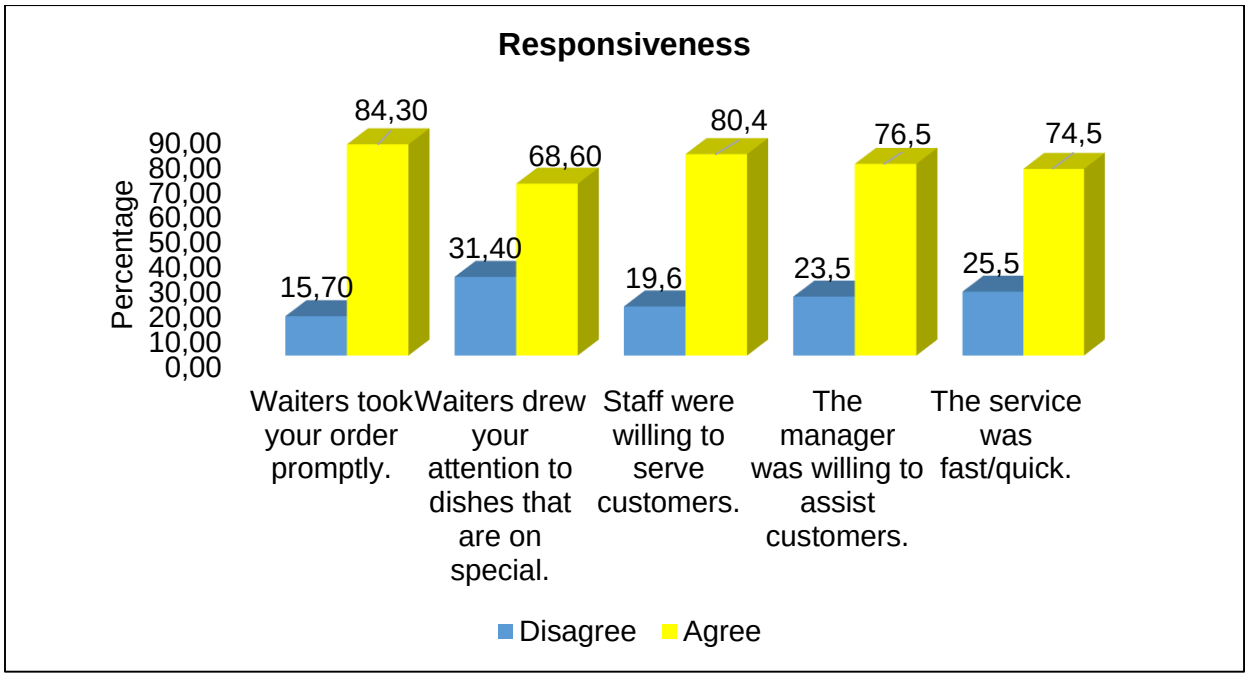


It is evident that most respondents agreed that the staff of the full-service restaurants showed empathy during the service delivery process. Most respondents (98%) were in agreement that staff greeted them pleasantly, although the majority of the respondents (51%) were in disagreement or neutral that the staff remembered or knew them. This can be due to the fact that the study was done in a major city and hundreds of patrons visit the restaurants every week, which makes it difficult for staff to remember every customer that comes to their restaurant. In smaller towns it may be a different case. Most of the respondents were in agreement that staff were caring and attentive (72.5%) and secured a table for them (70.6%). However, in both instances, more than a quarter of the respondents were not in agreement. Respondents did not feel that they were taken care of. This can be seen as a gap in service delivery. The problem can be rectified by introducing higher quality training for the waiters.

6.2.5.2 Responsiveness

Responsiveness is the willingness to help customers and provide prompt service (Fick & Ritchie in Seidman, 2000:10). Responsiveness is communicated to customers by the length of time they have to wait to be served, attention to problems, or answers to questions. If customers are assisted timeously, the quality of the service is increased. In the study, responsiveness was measured by Questions 4e - 4i. Respondents had to rate the time they had to wait for service and the willingness of the waiter and the manager to help and serve them. The results for the sub-dimension 'responsiveness' are presented visually in Figure 6.9 below and in Table 9.9 in Appendix C.

Figure 6.9: Service quality perceptions: Responsiveness



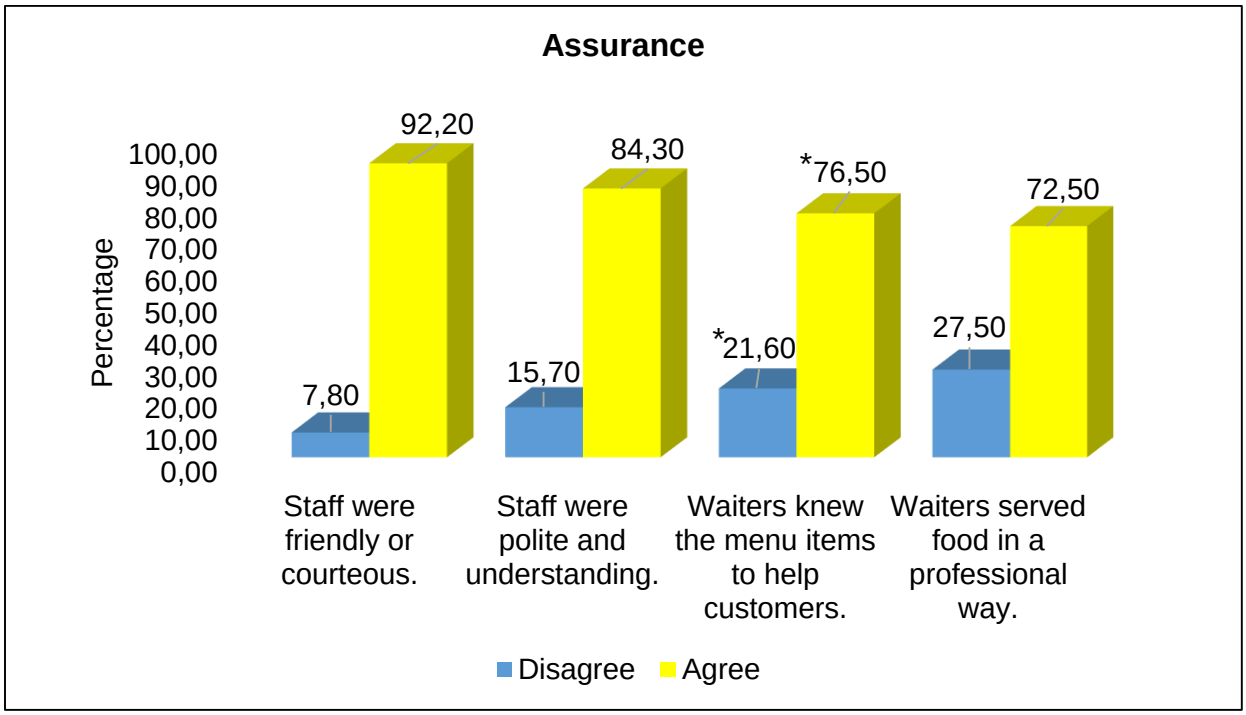
In Figure 6.9 above, the general conclusion is that most respondents were in agreement that staff were responsive to their needs. Most respondents (84.3%) were in agreement that waiters took orders promptly. Almost similar percentages of respondents - namely 80.4% - were in agreement that staff were willing to serve customers, 76.5% were in agreement that the manager was willing to assist them and 74.5% were in agreement

that the service was fast/quick. One area on which staff may have to work in future is to draw the customers' attention to dishes that are on special, as 31.4% of the respondents were in disagreement or neutral that their waiters do this.

6.2.5.3 Assurance

Assurance is defined as the knowledge and courtesy of employees and their ability to convey trust and confidence (Fick & Ritchie in Seidman, 2000:10). Assurance is especially important if customers are uncertain about aspects of the service offering. Assurance was measured in the questionnaire items 4j - 4m. Respondents were requested to measure the waiters' knowledge of menu items and their professionalism, as well as their politeness and friendliness. The results for the sub-dimension 'assurance' are presented visually in Figure 6.10 below and in Table 9.10 in Appendix C.

Figure 6.10: Service quality perceptions: Assurance



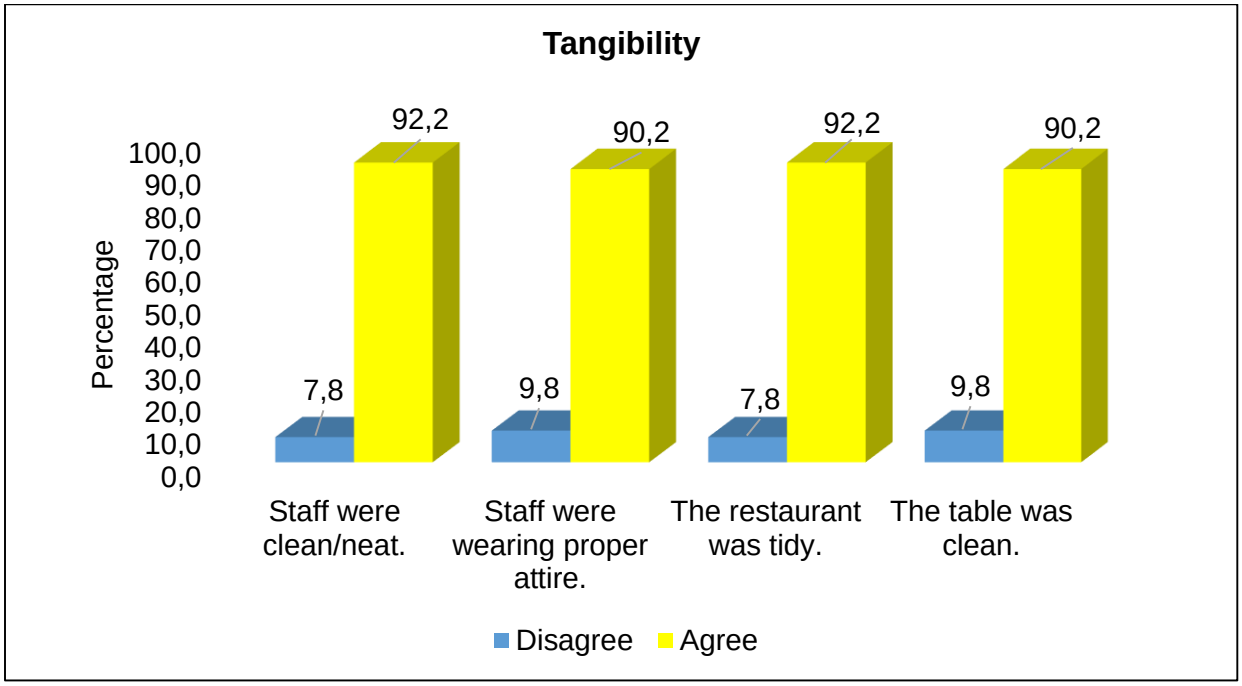
**missing values excluded from statistics in the Figure (numbers marked with * do not cumulate to 100)*

It can be seen that the majority of respondents were in agreement that staff provided assurance during the service delivery process. Most of the respondents were in agreement that (i) the staff were friendly or courteous (92.2%), (ii) the staff were polite and understanding (84%) and (iii) the food was served in a professional way (72.5%). However, 21.6% of the respondents were in disagreement or neutral that waiters know menu items and could help them with the dishes. A possible reason for this may be a lack of waiter training due to the high turnover of waiters at restaurants.

6.2.5.4 Tangibility

Tangibility is defined as the appearance of physical facilities, equipment, personnel and communication materials (Mohsen, 2005:52). Tangibility was measured by Questions 4n - 4q. Respondents measured whether the tables were clean, the menus clear and neat and the bathrooms tidy. The results for the sub-dimension 'tangibility' are presented visually in Figure 6.11 below and in Table 9.11 in Appendix C.

Figure 6.11: Service quality perceptions: Tangibility

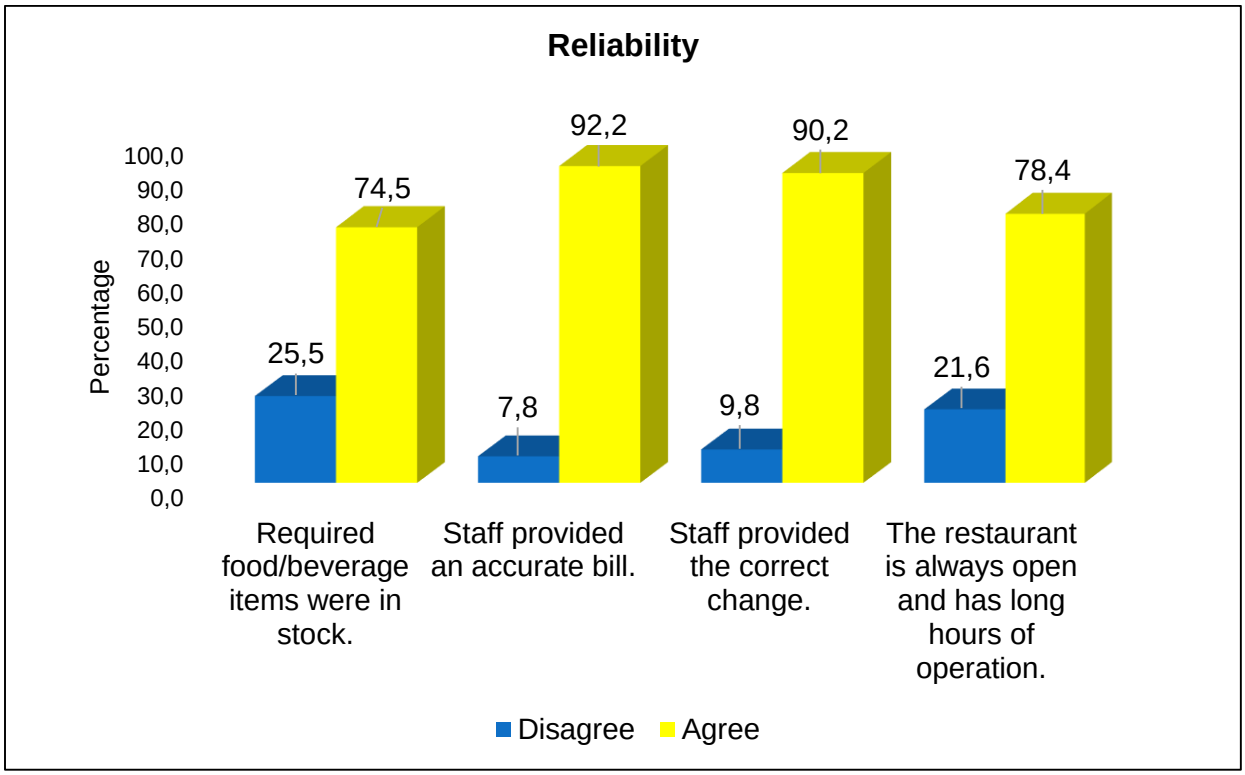


A high majority of the respondents were in agreement that the tangible aspects of the service delivery were of a high standard. 92.2% were in agreement that the staff were clean/neat and that the restaurant was tidy and 90.2% were in agreement that the staff were wearing proper attire and that the tables were clean.

6.2.5.5 Reliability

Reliability refers to the ability to perform the promised service dependably and accurately (Fick & Ritchie in Seidman, 2000:10). Reliability was measured by Questions 4r - 4u. The respondents were requested to measure whether the FSR kept its service promises. They had to rate the accuracy of the bill and change, as well as whether the restaurant is always open during advertised business hours. The results for the sub-dimension 'reliability' are presented visually in Figure 6.12 below and in Table 9.12 in Appendix C.

Figure 6.12: Service quality perceptions: Reliability



It is evident that respondents were in agreement that most restaurants provided a reliable service. Almost three-quarters and more of the respondents were in agreement that (i) the required food and beverage items were in stock (74.5%), (ii) the restaurant was open when they wanted to visit the restaurant (78.4%), (iii) the staff provided an accurate bill (92.2%) and (iv) the waiters provided the correct change (90.2%).

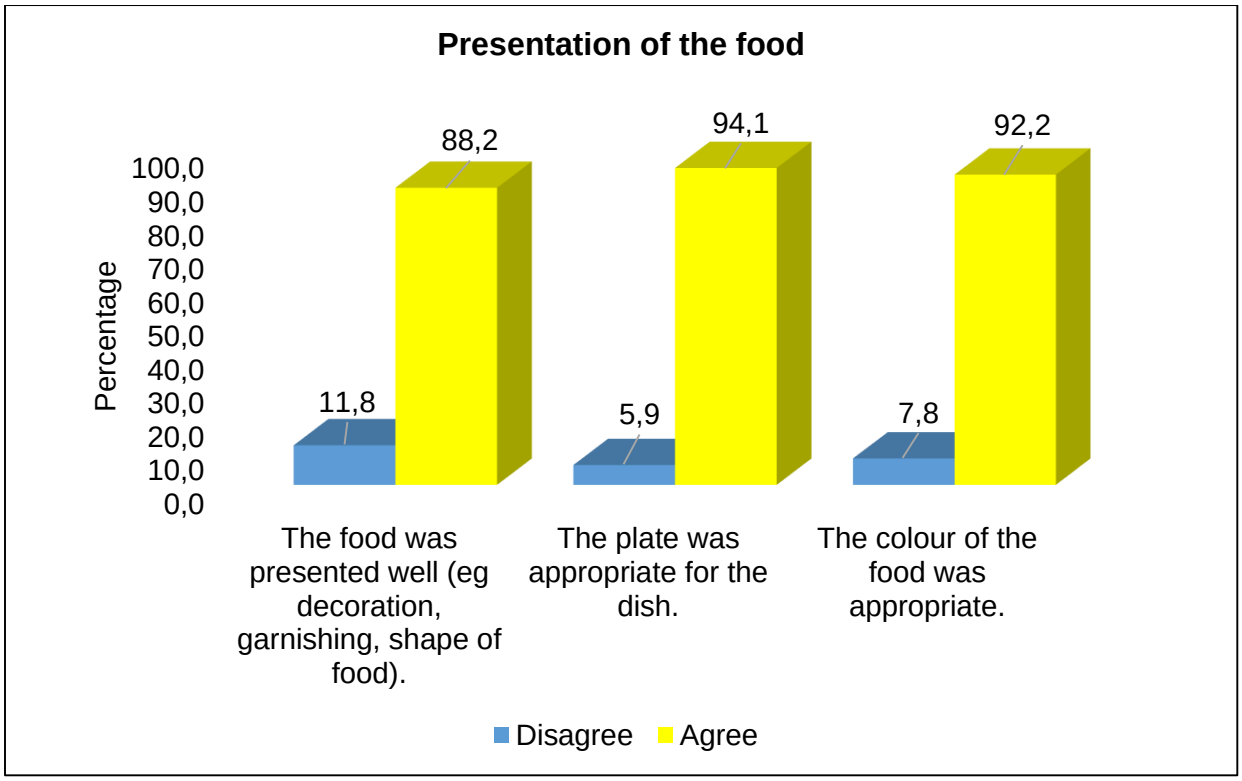
6.2.6 FOOD QUALITY PERCEPTIONS

Four sub-dimensions were used to measure food quality perceptions: presentation of the food, sensory attributes of the food, the variety of menu items available and value for money. The items in each sub-dimension were measured on a 5-point Likert-type response format ranging from strongly disagree (1), disagree (2), neither agree or disagree (3), agree (4) and strongly agree (5). The results in the next section indicate only the percentage in agreement and the percentage in disagreement or neutral. The percentage disagreement or neutral is calculated by summing the percentage of responses to the answers (1) strongly disagree, (2) disagree and (3) neither agree or disagree per individual item. The answers (4) agree and (5) strongly agree per individual item within each of the four sub-dimensions are summed to calculate the percentage agreement. The results obtained are presented and discussed below.

6.2.6.1 Presentation of the food

This sub-dimension relates directly to the actual appearance of the food. Presentation of the food was measured by Questions 5a – 5c. Respondents were requested to rate the appearance and presentation of the food. The results for the sub-dimension ‘presentation of the food’ are presented visually in Figure 6.13 on the next page and in Table 9.13 in Appendix C.

Figure 6.13: Food quality perceptions: Presentation of the food

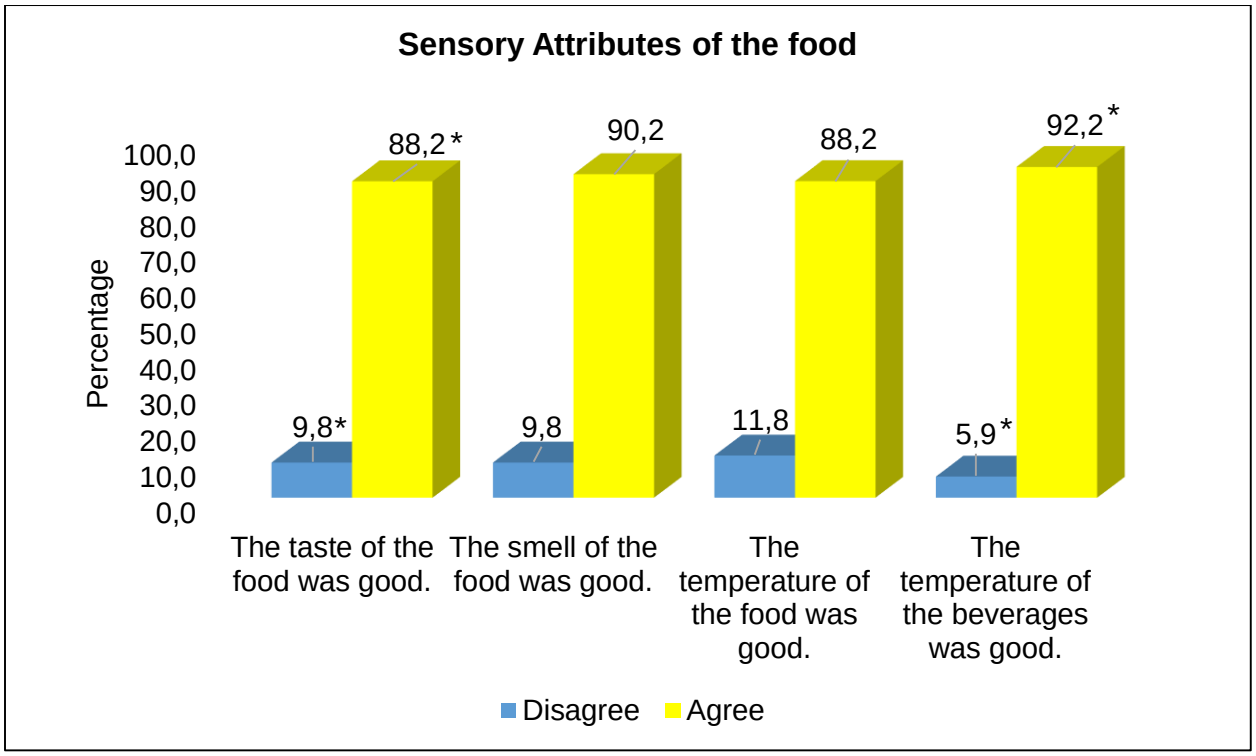


It is evident that a very high majority of respondents were in agreement that the presentation and sensory characteristics of the food were satisfactory. The respondents were in agreement that (i) the food was well presented (88.2%), (ii) the plate was appropriate for the dish (94.1%) and (iii) the colour of the food was appropriate (92.2%).

6.2.6.2 Sensory attributes of the food

It is said that most customers determine their satisfaction with the food on the sensory characteristics (Brown, 2004:134). This sub-dimension relates directly to how the respondent experiences the food. Sensory characteristics of the food were measured by Questions 5d – 5g. Respondents were requested to rate the taste, smell, appearance, temperature and presentation of the food. The results for the sub-dimension 'sensory attributes of the food' are presented visually in Figure 6.14 on the next page and in Table 9.14 in Appendix C.

Figure 6.14: Food quality perceptions: Sensory attributes of the food



**Missing values excluded from statistics in the Figure (numbers marked with * do not cumulate to 100)*

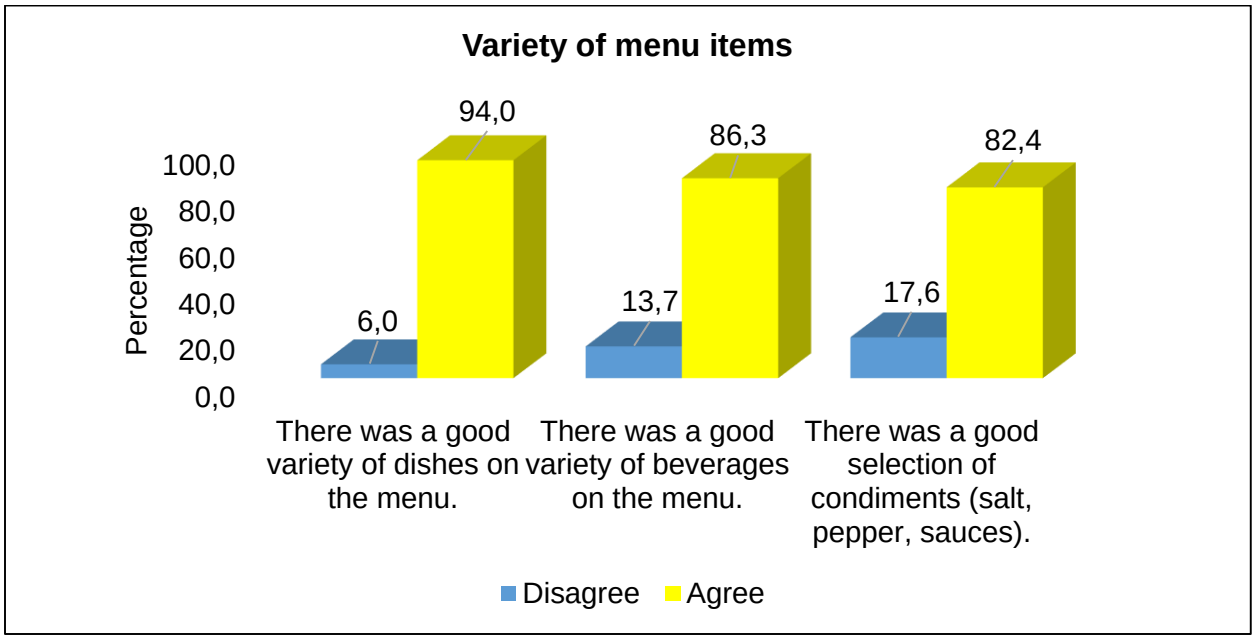
It is evident that a very high majority of respondents - above 88% - were in agreement that the sensory attributes of the food were satisfactory. However, in the case of the temperature of the food, 11.8% of the respondents were in disagreement that the temperature was good. This may be due to various factors, such as a very busy restaurant or inefficient cooling or heating equipment.

6.2.6.3 Variety of menu items

The variety of the menu items refers to the selection of foods and cooking methods available. To some customers a wide variety of choice is important, especially with the focus on healthy eating (Kasapila, 2006:29). The variety of the menu items were measured by Questions 5h - 5j. Respondents rated the variety of food, beverages and

condiments available. The results for the sub-dimension 'variety of menu items' are presented visually in Figure 6.15 below and in Table 9.15 in Appendix C.

Figure 6.15: Food quality perceptions: Variety of menu items

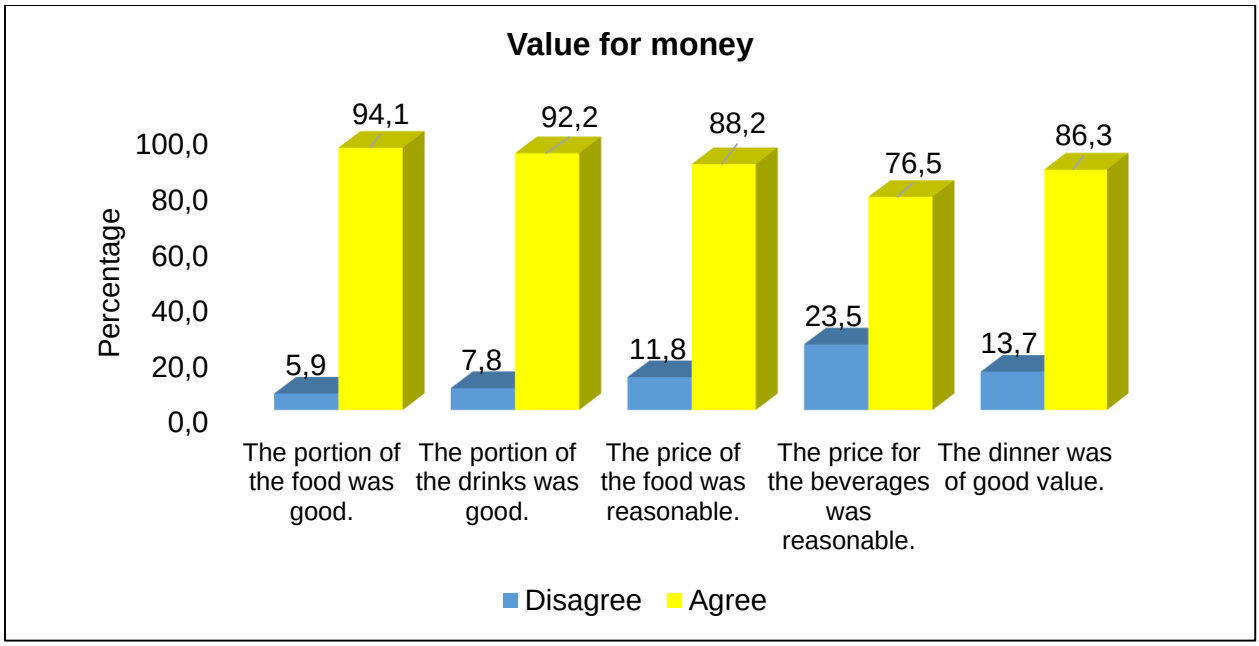


It is evident that at least 80% of the respondents are in agreement that most restaurants provided a good variety of menu items. The respondents were in agreement that there was (i) a good variety of dishes on the menu (94%), (ii) a variety of beverages on the menu (86.3%) and (iii) a good selection of condiments available at the restaurant (82.4%).

6.2.6.4 Value for money

Value for money is the overall assessment of an FSR based on perceptions and information given. Questions 5k - 5o refer to value for money. To measure value for money, respondents expressed their level of satisfaction with the portion sizes of the food and drinks and the prices charged. The results for the sub-dimension 'value for money' are presented visually in Figure 6.16 on the next page and in Table 9.16 in Appendix C.

Figure 6.16: Food quality perceptions: Value for money



It is evident that most respondents are in agreement that restaurants provided value for money. The respondents were in agreement that (i) the portion of the food was good (94.1%), (ii) the portion of the drinks was good (92.2%), (iii) the price of the food was reasonable (88.2%), (iv) the price of the beverages was reasonable (76.5%) and the dinner was overall of good value (86.3%). Of interest was that almost a quarter of respondents - 23.5% - were in disagreement or neutral regarding the price of beverages, indicating that respondents feel that the beverages are priced too high.

6.2.7 AMBIENCE QUALITY PERCEPTIONS

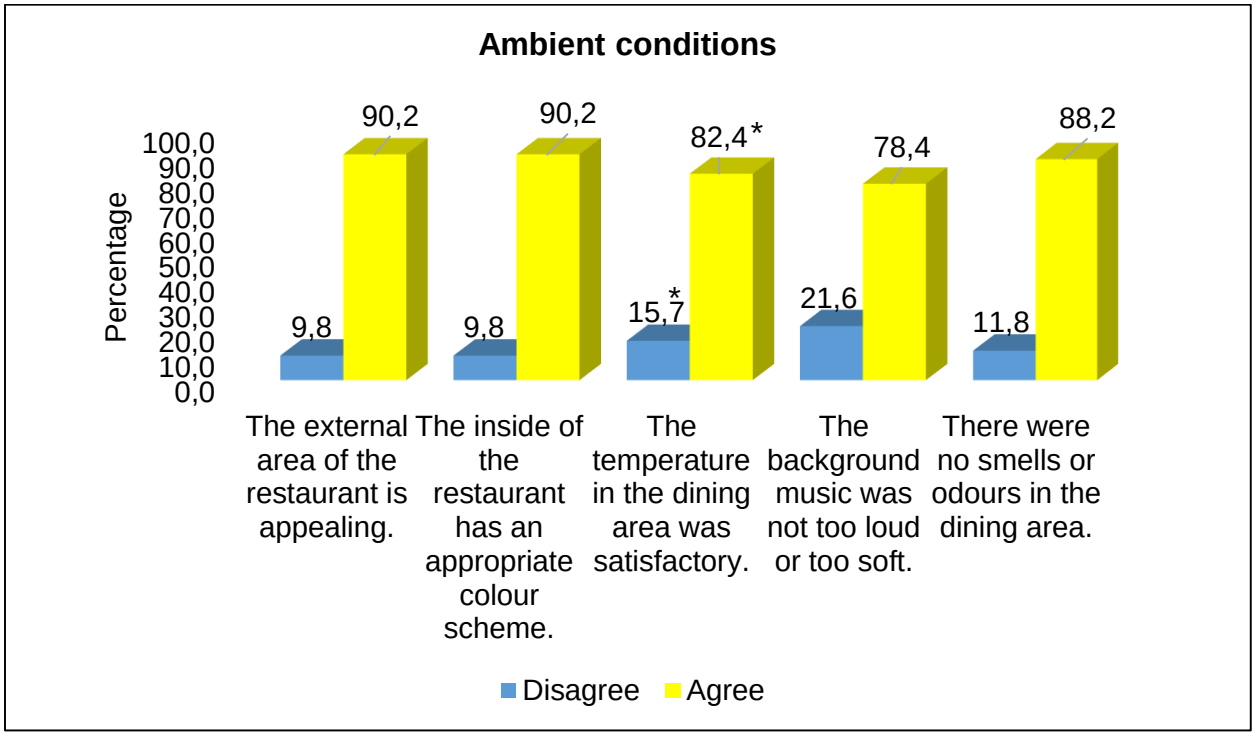
Three sub-dimensions were used to measure ambience quality perceptions: ambient conditions, signs, symbols and artefacts and the spatial layout and functionality of the FSR. The items in each sub-dimension were measured on a 5-point Likert-type response format ranging from strongly disagree (1), disagree (2), neither agree or disagree (3), agree (4) and strongly agree (5). The results in the next section indicate only the percentage in agreement and the percentage in disagreement or neutral. The percentage

disagreement or neutral is calculated by summing the percentage of responses to answers (1) strongly disagree, (2) disagree and (3) neither agree or disagree per individual item. The answers (4) agree and (5) strongly agree per individual item within each of the three sub-dimensions are summed to calculate the percentage agreement. The results obtained are presented and discussed below.

6.2.7.1 Ambient conditions

There are several factors that influence ambient conditions such as music, noise, interior décor, odours, lighting and temperature. These ambient factors affect how people feel, think and evaluate the restaurant. Ambient conditions were measured by Questions 6a – 6e. Respondents had to rate their perceptions of the factors named above. The results for the sub-dimension 'ambient condition' are presented visually in Figure 6.17 below and in Table 9.17 in Appendix C.

Figure 6.17: Ambience quality perceptions: Ambient conditions



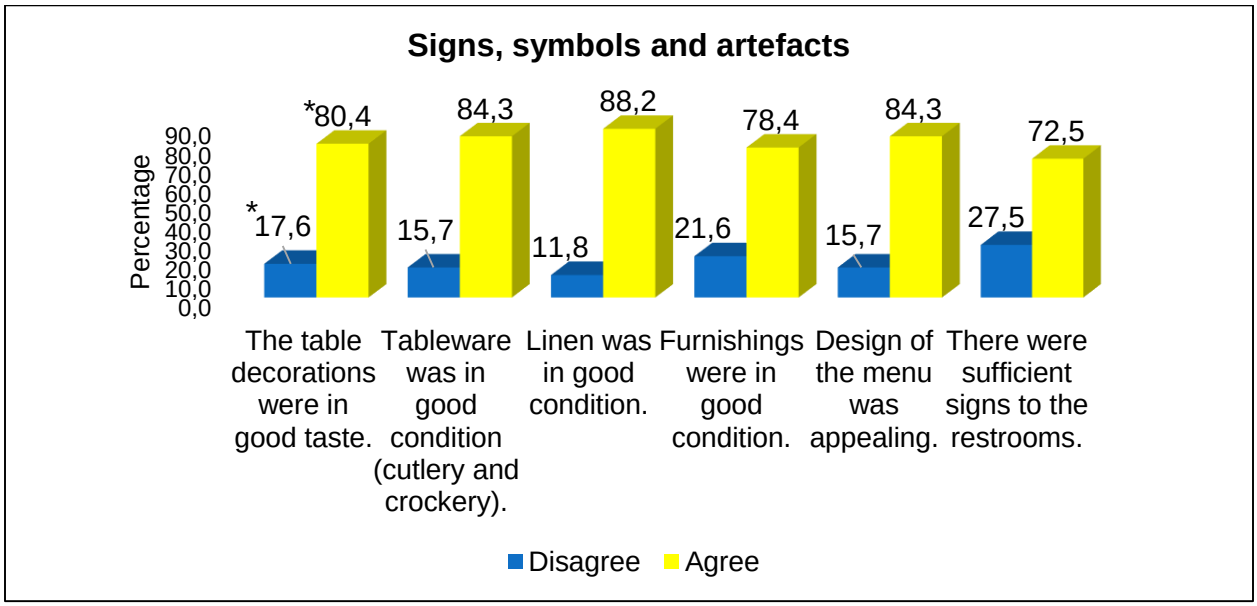
**missing values excluded from statistics in the Figure (numbers marked with * do not cumulate to 100)*

It is evident that respondents are in agreement that the ambient conditions of the restaurant were good. Most respondents were in agreement that (i) the external area of the restaurant was appealing and that the inside of the restaurant had an appropriate colour scheme (90.2%), (ii) the temperature in the dining area was satisfactory (82.4%), (iii) the background music was not too loud or too soft (78.4%) and (iv) there were no smells or odours in the dining area (88.2%).

6.2.7.2 Signs, symbols and artefacts

Signs are necessary to direct customers to certain destinations such as the restrooms, as well as to communicate certain messages such as non-smoking signs and exits. This sub-dimension was measured by Questions 6f - 6k where respondents were requested to rate the condition of tableware, linen and furnishings. They were also requested to rate the design of the menu and the signs to the restrooms in the restaurant. The results for the sub-dimension 'signs, symbols and artefacts' are presented visually in Figure 6.18 below and in Table 9.18 in Appendix C.

Figure 6.18: Ambience quality perceptions: Signs, symbols and artefacts



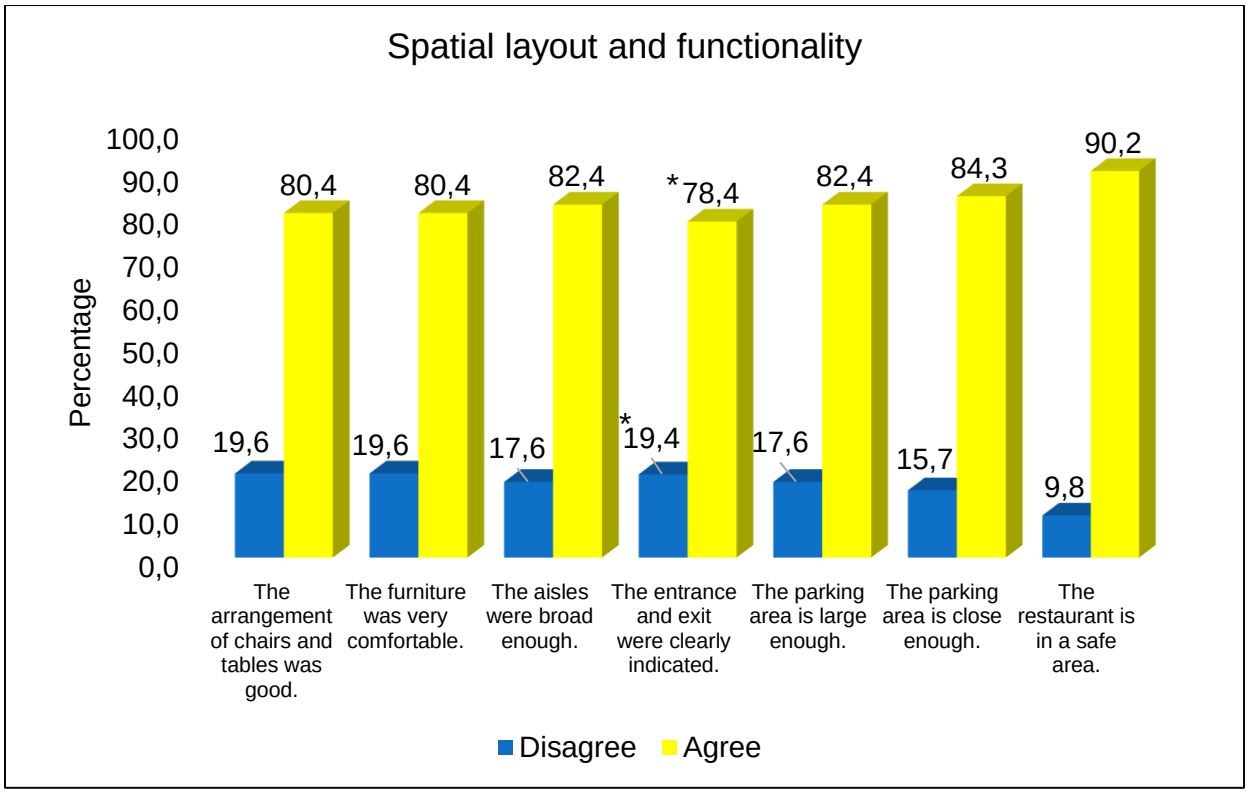
**missing values excluded from statistics in the Figure (numbers marked with * do not cumulate to 100)*

It is once again evident that most respondents - above 70% - are in agreement regarding signs, symbols and artefacts. The respondents were in agreement that (i) tableware was in good condition and that the design of the menu was appealing (84.3%), (ii) the linen was in good condition (88.2%), (iii) the furnishings were in good condition (78.4%) (iv) there were sufficient signs to the restrooms (72.5%) and (v) table decorations were in good taste (80.4%). Of interest was that almost 30% (27.5%) of the respondents disagreed or were neutral that there were sufficient signs to the restrooms in the restaurant. This could be one of the areas of improvement that management of FSRs should consider.

6.2.7.3 Spatial layout and functionality

Spatial layout refers to the way in which the restaurant is arranged. Functionality refers to the way in which the restaurant is designed in order to facilitate the way that the customers and employees move and interact, and in the end how to accommodate the customer in the greatest comfort. Spatial layout and functionality were measured by Questions 6l - 6r. Respondents were requested to rate the size of the parking lot and the distance of the parking lot to the restaurant, the arrangement of tables and chairs, as well as the location of the restaurant. The results for the sub-dimension ‘spatial layout and functionality’ are presented visually in Figure 6.19 on the next page and in Table 9.19 in Appendix C.

Figure 6.19: Ambience quality perceptions: Spatial layout and functionality



**missing values excluded from statistics in the Figure (numbers marked with * do not cumulate to 100)*

It is evident that most respondents were in agreement that (i) the arrangement of chairs and tables was good and that the furniture was very comfortable (80.4%), (ii) the aisles were broad enough and that the parking was large enough (82.4%), (iii) the entrance and exit were clearly indicated (78.4%), (iv) the parking area was close enough (84.3%) and (v) the restaurant was in a safe area (90.2%). Of interest is that 21.6% of the respondents feel that there is not good enough signage to indicate the entrance and exit of the restaurant.

6.2.8 OVERALL PERCEPTION OF THE DINING EXPERIENCE – CUSTOMER SATISFACTION

The overall perception of the dining experience can be seen as the customer's satisfaction with the dining experience in total. Five questions were asked (7a - 7e) to gain insight into the respondents' intentions to return to the specific restaurant, their loyalty to the restaurant and their willingness to advertise through word of mouth. The items were measured on a 5-point Likert-type response format ranging from strongly disagree (1), disagree (2), neither agree or disagree (3), agree (4) and strongly agree (5). The results in the next section indicate only the percentage in agreement and the percentage in disagreement or neutral. The percentage disagreement or neutral is calculated by summing the percentage of responses to answers (1) strongly disagree, (2) disagree and (3) neither agree or disagree per individual item. The answers (4) agree and (5) strongly agree per individual item within each of the three dimensions are summed to calculate the percentage agreement. The results for the variable 'overall perception' are presented visually in Figure 6.20 below and in Table 9.20 in Appendix C.

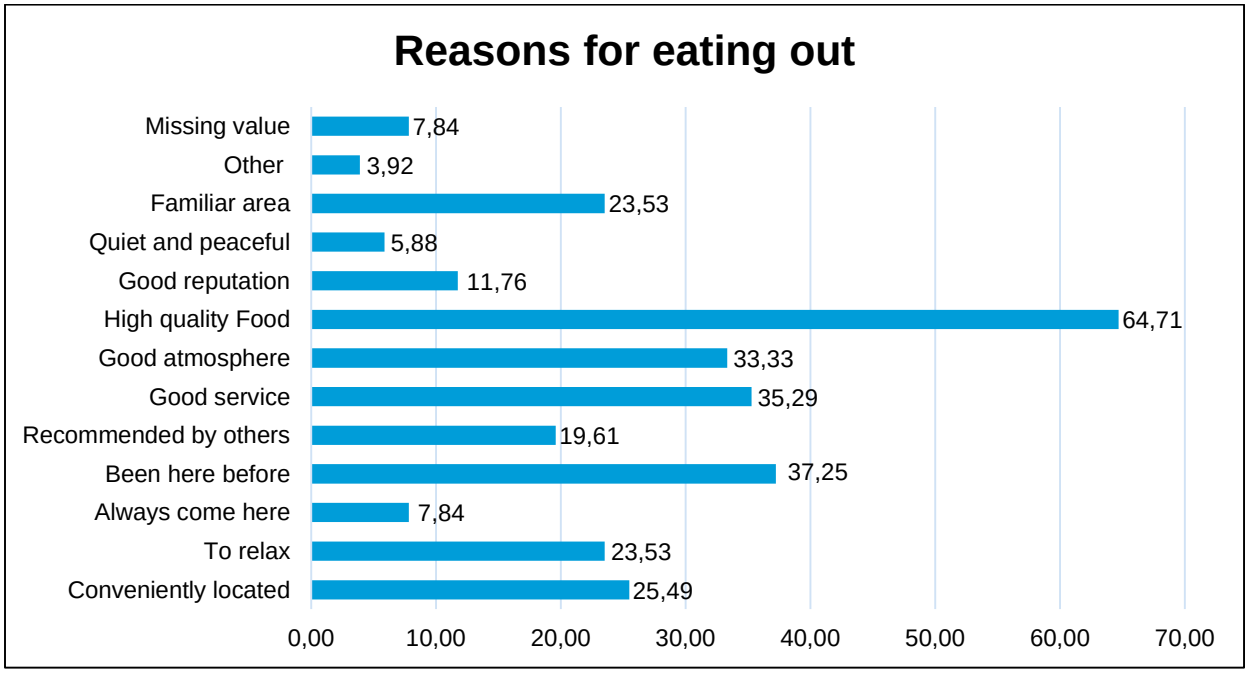
Figure 6.20: Customer satisfaction of the dining experience

It is evident that respondents were satisfied overall with the dining experience. 88.2% of the respondents were in agreement that (i) they are satisfied with the restaurant, (ii) that their expectations were met and (iii) that they are very likely to return to the restaurant. Only 70.6% of the respondents were in agreement that their expectations were exceeded, which indicates that the service delivery gap was closed in most circumstances, but in almost 30% of the cases the expectations of the service were only met, not exceeded. However, 90.2% of the respondents were in agreement that they would recommend the restaurant to their friends, which is one of the best marketing tools for any restaurant – by word-of-mouth.

6.2.9 MOTIVATIONS FOR EATING OUT

Respondents were requested to indicate their reasons for visiting the chosen restaurant by choosing the three most applicable items from a list of twelve items. These items can be seen in Question 8 in the measuring instrument. The results are obtained and presented graphically in Figure 6.21 below and in Table 9.21 in Appendix C.

Figure 6.21: Reasons for eating out – Total score



The motivations for eating out are significant, since they determine the type of restaurant the customer will visit, the food they choose and the way they evaluate the dining experience (Kasapila, 2006:64).

Figure 6.21 illustrates that the major motive for eating out at a specific restaurant is high food quality (64.7%). The fact that 37.4% of the respondents indicated that their reason for choosing a restaurant is that they have been there before, indicates that customers are loyal to a restaurant if their expectations and needs are met. People do not like to go out of their comfort zones and try new things that might possibly be unsatisfactory (Kasapila, 2006:65). This is a very important point for managers to note, as keeping a current customer happy is much cheaper than acquiring new customers. Other reasons why people eat out include good service (35.3%) and good atmosphere (33.3%).

This concludes the section on descriptive statistics. To confirm the construct validity of each of the constructs within the measuring instruments used, principal component analyses were conducted and the results will now be discussed. Varimax rotation was used in all the analyses.

6.3 CONSTRUCT VALIDITY AND RELIABILITY

Construct validity was determined by subjecting each dimension to principal component analysis.

Five sub-dimensions were used to measure service quality: reliability, assurance, tangibility, empathy and responsiveness. Each of these sub-dimensions, as well as the sub-dimensions of food quality (presentation, sensory attributes, value for money and menu variety) and ambience quality (ambient conditions; signs, symbols and artefacts; and spatial layout and functionality), are subjected to principal component analysis to determine if each represents a single construct.

A measure is reliable to the degree that it supplies consistent results (Cooper & Schindler, 2008: 292). When a questionnaire provides reproducible results, the measuring instrument is reliable (Zikmund & Babin, 2007:210).

The test for internal consistency (reliability) is Cronbach's Alpha but, due to the small size of the sample, produced biased estimators and is thus not applicable. The results obtained for service quality are presented and discussed below.

6.3.1 EMPATHY

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.751) which is above the threshold value of 0.5 and the Bartlett's Test of Sphericity which was significant (p=0.000) indicated that a factor analysis is appropriate.

The analysis indicated the existence of two constructs, based on the eigenvalue criterion (Eigen value ≥ 1) which explained 64.85% of the variance. The analysis generated a clear factor structure. The final factor loadings for the two factors are shown below.

Table 6.2: Factor Loadings: Empathy

	Factor 1	Factor 2
Staff greeted you pleasantly.	0.772	
Staff were caring and attentive.	0.751	
Staff secured a table for you.		0.802
Staff remembered/ knew you.		0.801

The two factors were labelled as follows:

Table 6.3: Empathy Factor Labels

Sub-Dimension	Statements	Factor Labels
Empathy	Staff greeted you pleasantly. Staff were caring and attentive.	1. Humanic Clues
	Staff remembered/ knew you. Staff secured a table for you.	2. Individual attention

6.3.2 RESPONSIVENESS

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.856) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000), indicating that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 47.5% of the variance. The factor loadings are shown below.

Table 6.4: Factor Loadings: Responsiveness

	Responsiveness
Waiters took your order promptly.	0.727
The manager was willing to assist customers.	0.711
The service was fast/quick.	0.689
Staff were willing to serve customers.	0.681
Waiters drew your attention to dishes that were on special.	0.634

6.3.3 ASSURANCE

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.823) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000). Both indicate that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 58.4% of the variance. The factor loadings are shown below.

Table 6.5: Factor Loadings: Assurance

	Assurance
Staff were polite and understanding.	0.887
Waiters knew the menu items to help customers.	0.807
Waiters served food in a professional way.	0.805
Staff were friendly or courteous.	0.500

6.3.4 TANGIBILITY

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.783) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000). Both indicate that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 60.5% of the variance. The factor loadings are shown below.

Table 6.6: Factor Loadings: Tangibility

	Tangibility
The table was clean.	0.844
Staff were wearing proper attire.	0.844
The restaurant was tidy.	0.706
Staff were clean/neat.	0.706

6.3.5 RELIABILITY

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.832) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000), indicating that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 50.3% of the variance. The factor loadings are shown below.

Table 6.7: Factor Loadings: Reliability

	Reliability
Staff provided the correct change.	0.854
Staff provided an accurate bill.	0.833
Required food/beverage items were in stock.	0.669
The restaurant is always open and has long hours of operation.	0.377

6.3.6 PRESENTATION OF THE FOOD

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.782) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000), indicating that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 61.3% of the variance. The factor loadings are shown below.

Table 6.8: Factor Loadings: Presentation of the food

	Food presentation
The food was presented well (eg decoration, garnishing, shape of food).	0.878
The colour of the food was appropriate.	0.788
The plate was appropriate for the dish.	0.669

6.3.7 SENSORY ATTRIBUTES OF THE FOOD

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.88) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000), indicating that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 61.8% of the variance. The factor loadings are shown below.

Table 6.9: Factor Loadings: Sensory attributes of the food

	Sensory attributes of food
The temperature of the beverages was good.	0.843
The temperature of the food was good.	0.819
The taste of the food was good.	0.793
The smell of the food was good.	0.679

6.3.8 VARIETY OF MENU ITEMS

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.761) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000) indicating that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 49.6% of the variance. The factor loadings are shown below.

Table 6.10: Factor Loadings: Variety of menu items

	Variety of menu items
There was a good selection of condiments (salt, pepper, sauces).	0.787
There was a good variety of dishes on the menu.	0.695
There was a good variety of beverages on the menu.	0.621

6.3.9 VALUE FOR MONEY

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.751) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity which was significant (p=0.000), indicated that a factor analysis is appropriate. The analysis indicated the existence of two constructs, based on the eigenvalue criterion (Eigen value ≥ 1) which explained 58% of the variance. The analysis generated a clear factor structure. The final factor loadings for the two factors are shown below.

Table 6.11: Factor Loadings: Value for money

Perceptions of food quality: value for money	Factor 1	Factor 2
The portion of the drinks was good.	0.851	
The dinner was of good value.	0.625	
The portion of the food was good.	0.559	
The price of the food was reasonable.		0.882
The price of the beverages was reasonable.		0.722

The two factors were labelled as follows:

Table 6.12: Value for money: Factor Labels

Sub-dimension	Statements	Factor Labels
Value for money	The portion of the food was good. The portion of the drinks was good. The dinner was good value.	Value of food
	The price of the food was reasonable. The price of the beverages was reasonable.	Cost of food

6.3.10 AMBIENT CONDITIONS

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.914) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity which was significant (p=0.000) indicated that a factor analysis is appropriate. The analysis indicated the existence of two constructs, based on the eigenvalue criterion (Eigen value ≥ 1) which explained 61.74% of the variance. The analysis generated a clear factor structure.

The factor loadings for the two factors are shown below.

Table 6.13: Factor Loadings: Ambient conditions

	Factor 1	Factor 2
The table decorations were in good taste.	0.758	
The background music was not too loud or too soft.	0.736	
There were no smells or odours in the dining area.	0.722	
The temperature in the dining area was satisfactory.	0.709	
The external area of the restaurant is appealing.		0.852
The inside of the restaurant has an appropriate colour scheme.		0.714

The two factors were labelled as follows:

Table 6.14: Ambience Quality: Factor Labels

Sub-dimension	Statements	Factor Labels
Ambience Quality	The temperature in the dining area was satisfactory. The background music was not too loud or too soft. There were no smells or odours in the dining area. The table decorations were in good taste.	Sensory dimension
	The external area of the restaurant is appealing. The inside of the restaurant has an appropriate colour scheme.	Overall Appearance

6.3.11 SIGNS, SYMBOLS AND ARTEFACTS

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.879) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000), indicating that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 47.3% of the variance.

The factor loadings are shown below.

Table 6.15: Factor Loadings: Signs, symbols and artefacts

	Signs, symbols an artefacts
Linen was in good condition.	0.835
Tableware was in good condition (cutlery and crockery).	0.764
Furnishings were in good condition.	0.663
Design of the menu was appealing.	0.638
There were sufficient signs to the restrooms.	0.483

6.3.12 SPATIAL LAYOUT AND FUNCTIONALITY

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.751) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity which was significant (p=0.000) indicated that a factor analysis is appropriate. The analysis indicated the existence of two constructs, based on the eigenvalue criterion (Eigen value ≥ 1) which explained 63.76% of the variance. The analysis generated a clear factor structure.

The factor loadings are shown below.

Table 6.16: Factor Loadings: Spatial layout and functionality

	Factor 1	Factor 2
The furniture was very comfortable.	0.878	
The aisles were broad enough.	0.858	
The arrangement of chairs and tables was good.	0.814	
The entrance and exit were clearly indicated.	0.450	
The parking area is close enough.		0.871
The parking area is large enough.		0.812
The restaurant is in a safe area.		0.511

The two factors were labelled as follows:

Table 6.17: Spatial Layout and Functionality: Factor Labels

Sub-dimension	Statements	Factor Labels
Spatial layout and functionality	The arrangement of tables and chairs was good. The furniture was very comfortable. The aisles were broad enough. The entrance and exit were clearly indicated.	Accessibility
	The parking area is large enough. The parking area is close enough. The restaurant is in a safe area.	Ergonomics and functionality

6.3.13 CUSTOMER SATISFACTION

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.89) is above the threshold value of 0.5, and the Bartlett's Test of Sphericity was significant (p=0.000), indicating that a factor analysis is appropriate. The analysis confirmed the existence of a single construct, based on the eigenvalue criterion (≥1) which explained 76.3% of the variance.

The factor loadings are indicated below.

Table 6.18: Factor Loadings: Customer Satisfaction

	Customer Satisfaction
I am very likely to return to the restaurant.	0.948
I will recommend this restaurant to my friends.	0.934
I am very satisfied with this restaurant.	0.904
My expectations were met.	0.848
My expectations were exceeded.	0.712

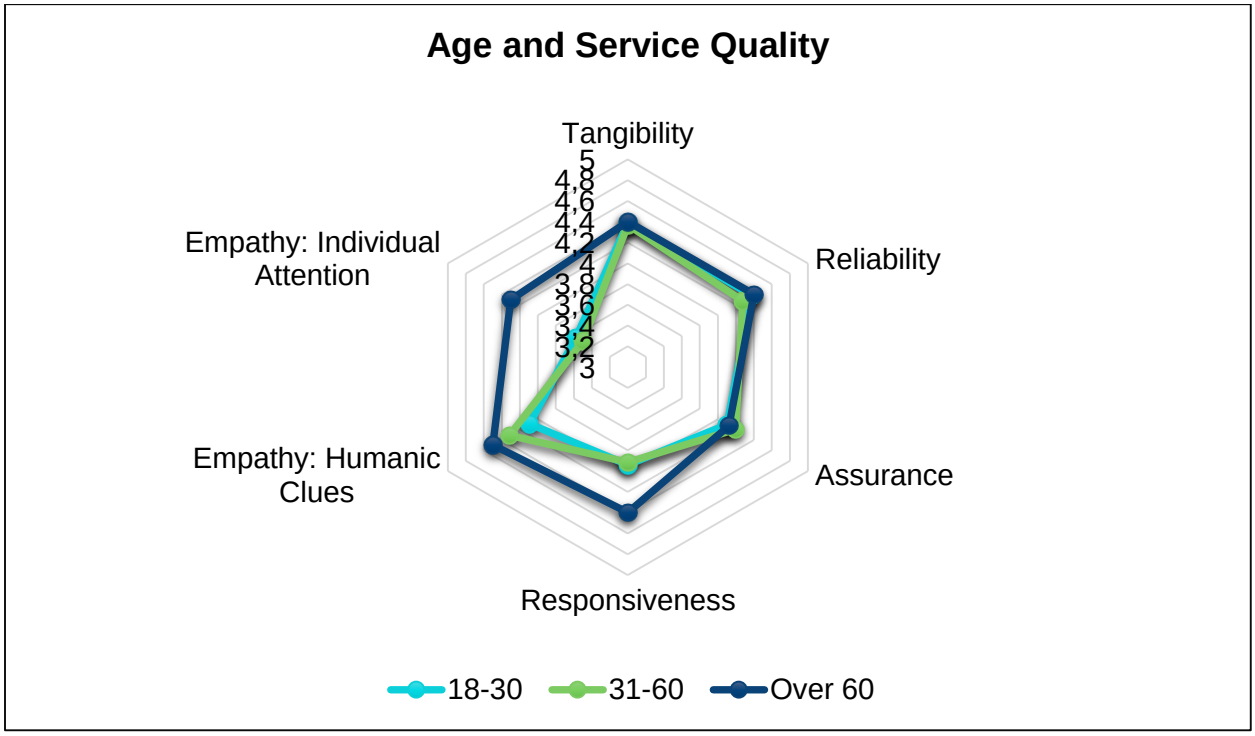
6.4 RESPONSE FORMAT OVERALL MEAN SCORES PER DEMOGRAPHICAL CHARACTERISTIC

Factor-based scores were subsequently calculated for each dimension discussed above as the mean score of the variables included in each factor for each respondent. The results of the mean scores are indicated in Appendix D and in the figures in the following sections.

6.4.1 MEANS OF SERVICE QUALITY PER AGE

The mean value for each of the sub-dimensions of service quality per age groups is depicted below and in Table 9.22 in Appendix D.

Figure 6.22: Means of Service quality sub-dimensions per age group

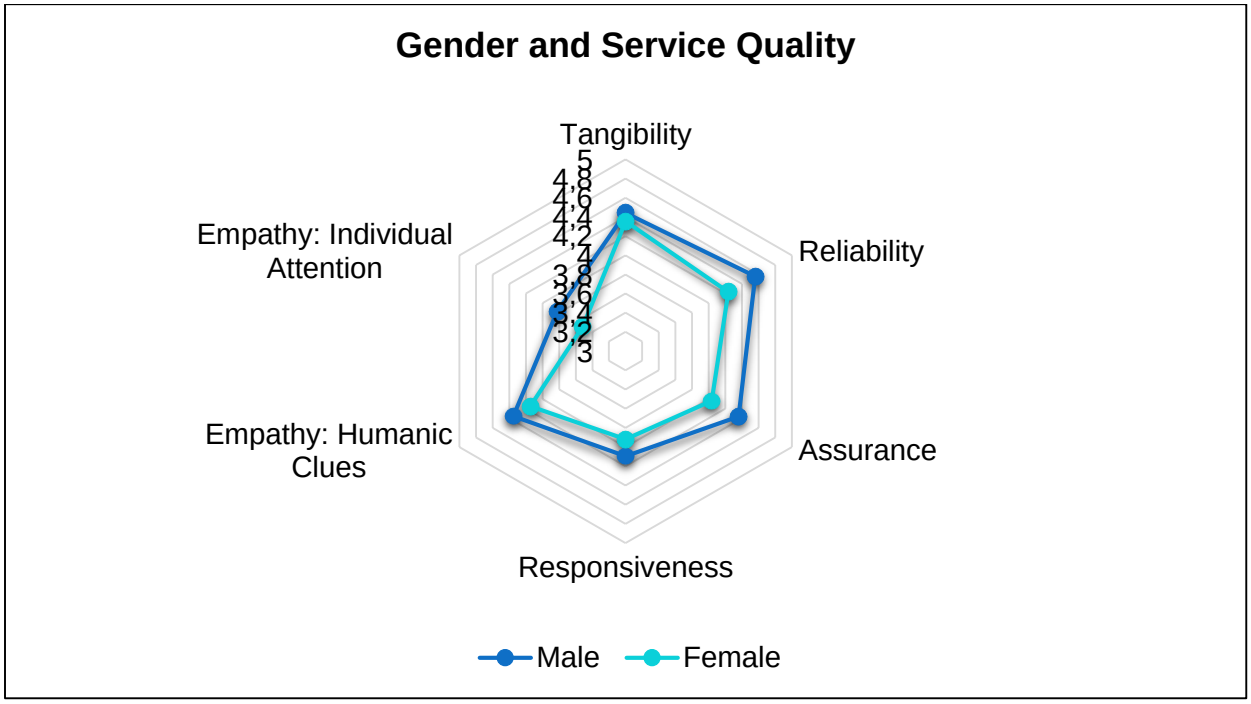


The results indicated that the majority of the respondents had a high mean value regarding the service quality sub-dimensions, except for the individual attention and responsiveness sub-dimension. The over-60 group has an overall higher mean value for all the sub-dimensions, as all of the means are above 4, which may indicate that they are less critical regarding the service quality sub-dimensions. The other age groups both had a low mean value (between 3.2 and 3.4) regarding individual attention, which indicates they tend to be neutral or possibly not in agreement with the statements that staff remember them and that staff secured a table for them. The over-60 group has a much higher mean value for responsiveness than the other age groups, indicating that they perceive the staff to be more attentive to their needs than the other groups.

6.4.2 MEANS OF SERVICE QUALITY PER GENDER

The mean values with regard to males and females for the sub-dimensions of service quality are depicted below and in Table 9.23 in Appendix D.

Figure 6.23: Means of Service quality sub-dimensions per gender

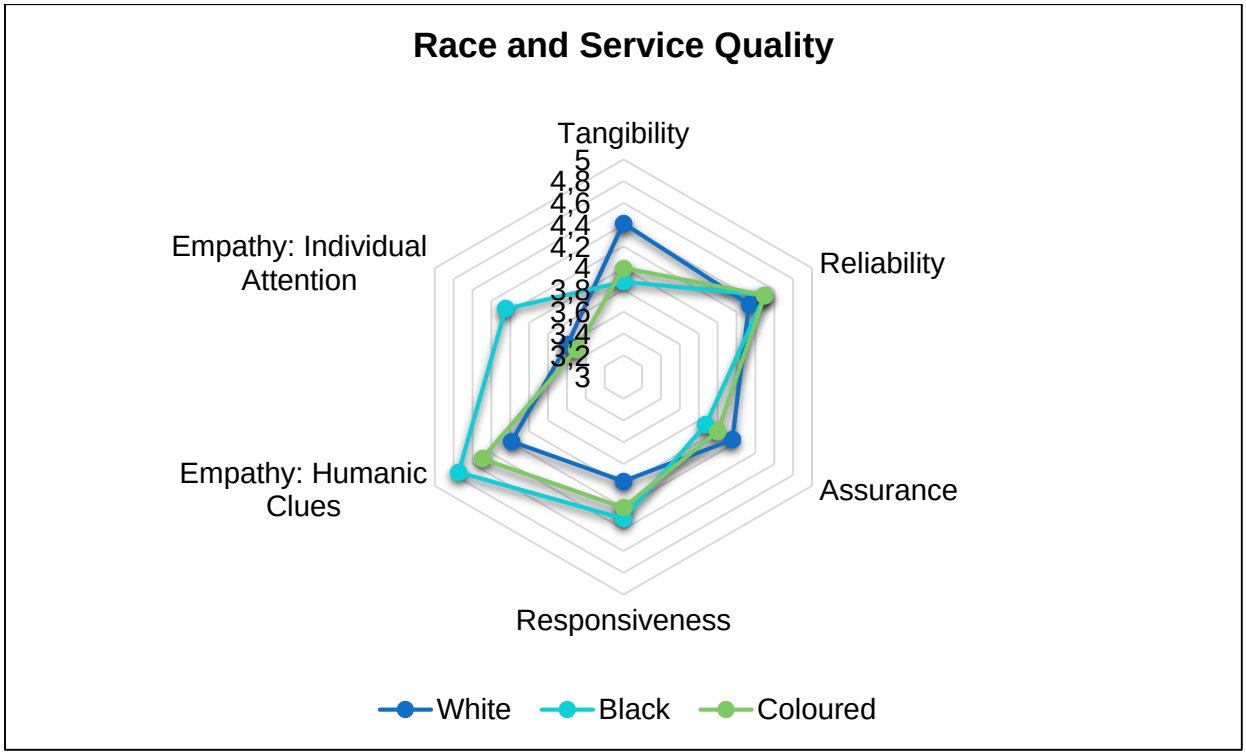


The results indicated that overall, males are less critical than females when analysing the service quality sub-dimensions, as the males' means are higher overall than those for females. Both groups had a low individual attention value (below 3.6), which indicates they were neutral or not in agreement with the statements that staff remembered them and that staff secured a table for them. As mentioned earlier in Section 6.2.5.1, the empathy of staff is an aspect that should be addressed in training, as most respondents are neutral or not in agreement that they are empathic.

6.4.3 MEANS OF SERVICE QUALITY PER RACE

The mean value for the sub-dimensions of service quality per race group is depicted below and in Table 9.24 in Appendix D.

Figure 6.24: Means of Service quality sub-dimensions per race

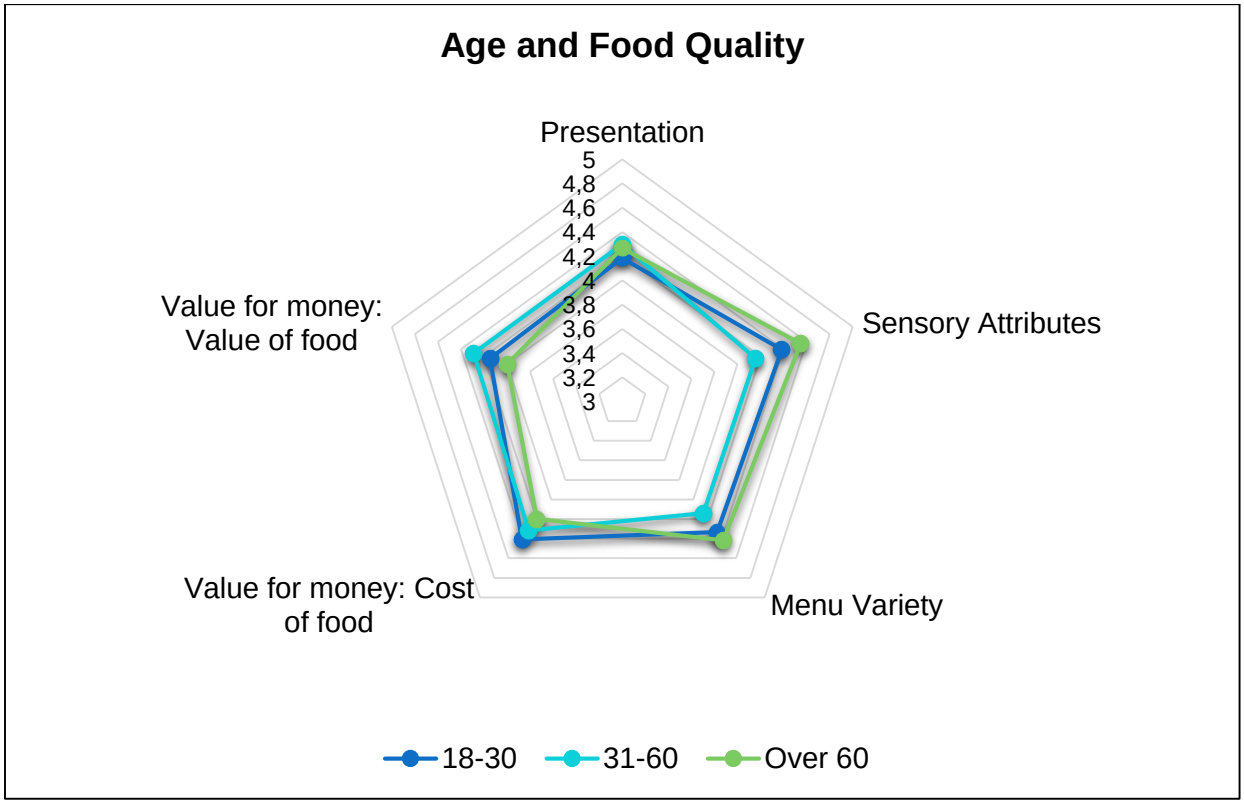


The results indicated that the different race groups differ in the way they evaluate service quality sub-dimensions. Black respondents had a higher mean value with regard to the two empathy sub-dimensions and responsiveness than the other groups. The means that white and coloured respondents are all above 3.6, indicating a tendency to agree with regard to all the service quality sub-dimensions. White respondents had the highest mean value for the tangibility (mean = 4.4) and assurance sub-dimensions (mean = 4.2) and coloured respondents had the highest mean value for the reliability sub-dimension, mean = 4.5.

6.4.4 MEANS OF FOOD QUALITY PER AGE

The mean value for the sub-dimensions of food quality per age group is depicted below and in Table 9.25 in Appendix D.

Figure 6.25: Means of Food quality sub-dimensions per age

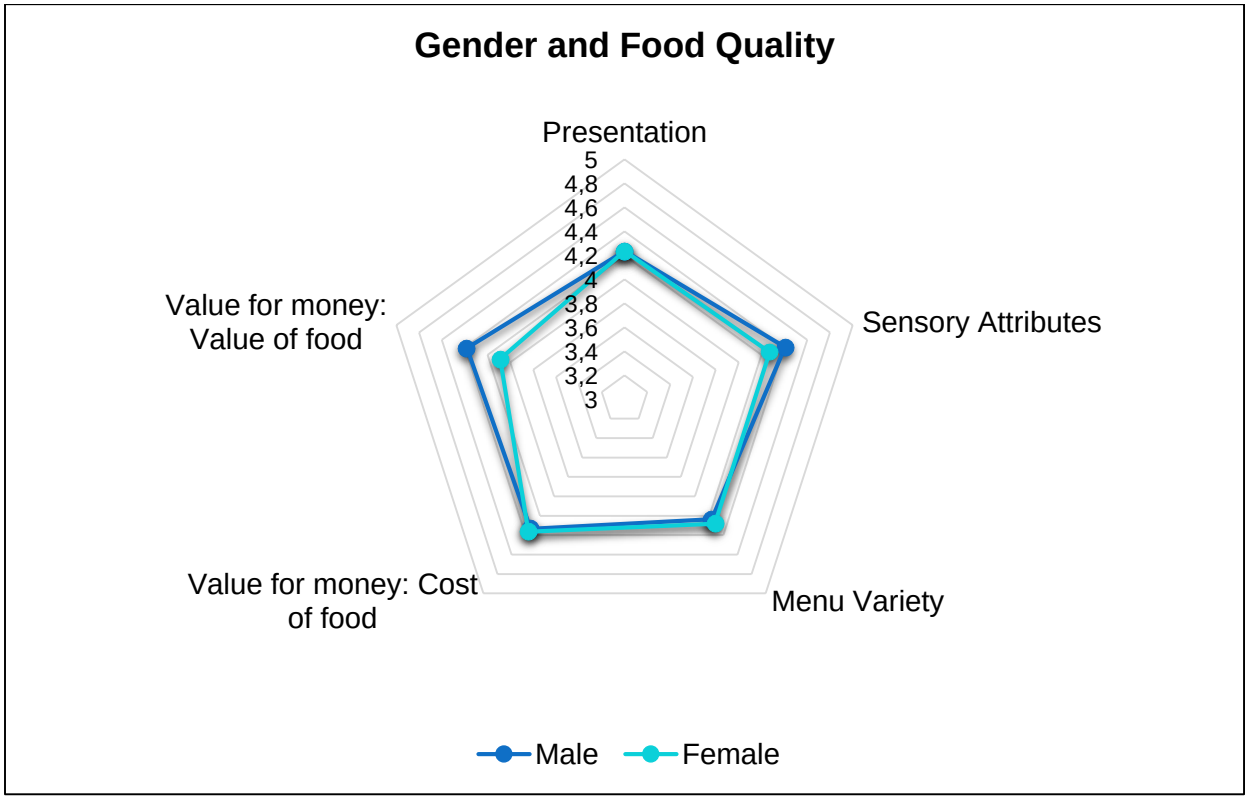


The results indicated that the mean value for the over-60 age group is higher with regards to the sensory sub-dimension (mean = 4.6) and menu variety sub-dimension (mean = 4.4), whereas the 31-60 age group had a higher mean value for the value of food sub-dimension (mean = 4.1) than the other age groups. The only sub-dimension where the 18-30 age group had the highest mean value was regarding the cost of the food, as the mean is 4.3 and the other groups' means are below 4.3.

6.4.5 MEANS OF FOOD QUALITY PER GENDER

The mean value with regard to males and females for the sub-dimensions of food quality is depicted below and in Table 9.26 in Appendix D.

Figure 6.26: Means of Food quality sub-dimensions per gender

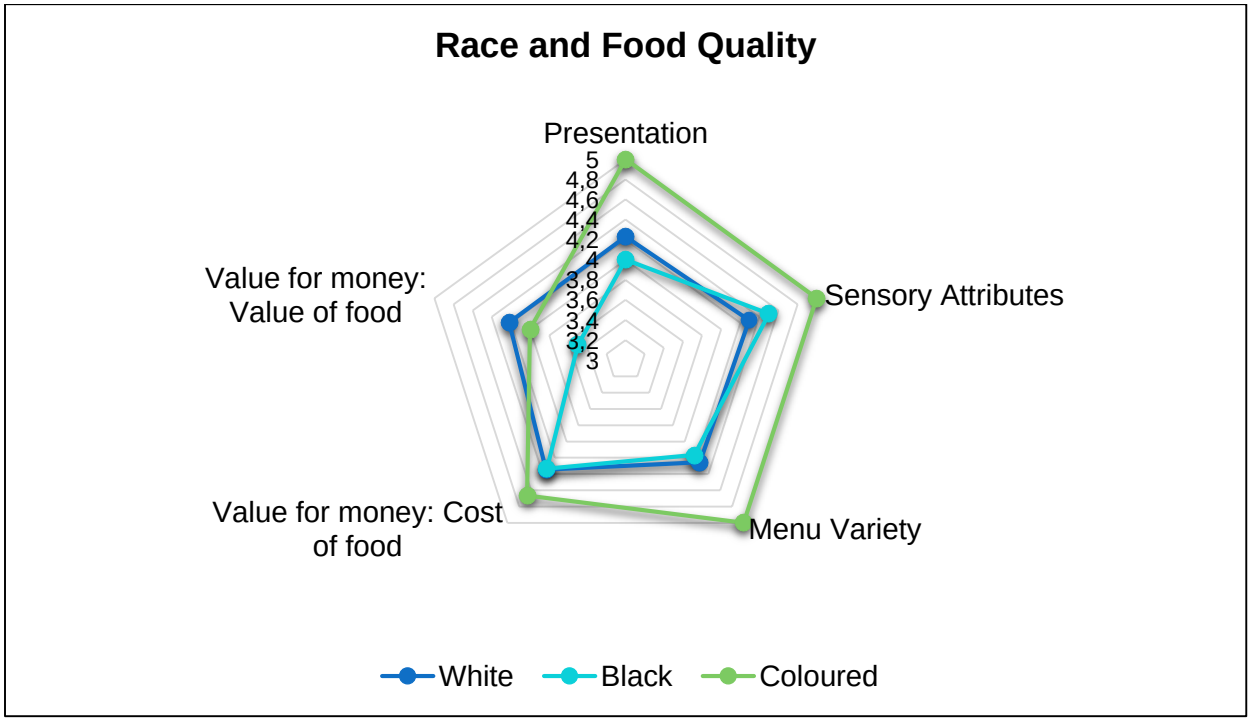


The results indicated that males and females do not differ very much when it comes to evaluation of the quality of food. Males had a higher mean value regarding sub-dimensions of value of the food and sensory attributes, as the mean value for both sub-dimensions are above 4.4 for men, but below 4.4 for women. This indicates that women are more critical when evaluating these two sub-dimensions.

6.4.6 MEANS OF FOOD QUALITY PER RACE

The mean value with regard to race for the sub-dimensions of food quality is depicted below and in Table 9.27 in Appendix D.

Figure 6.27: Means of Food quality sub-dimensions per race group

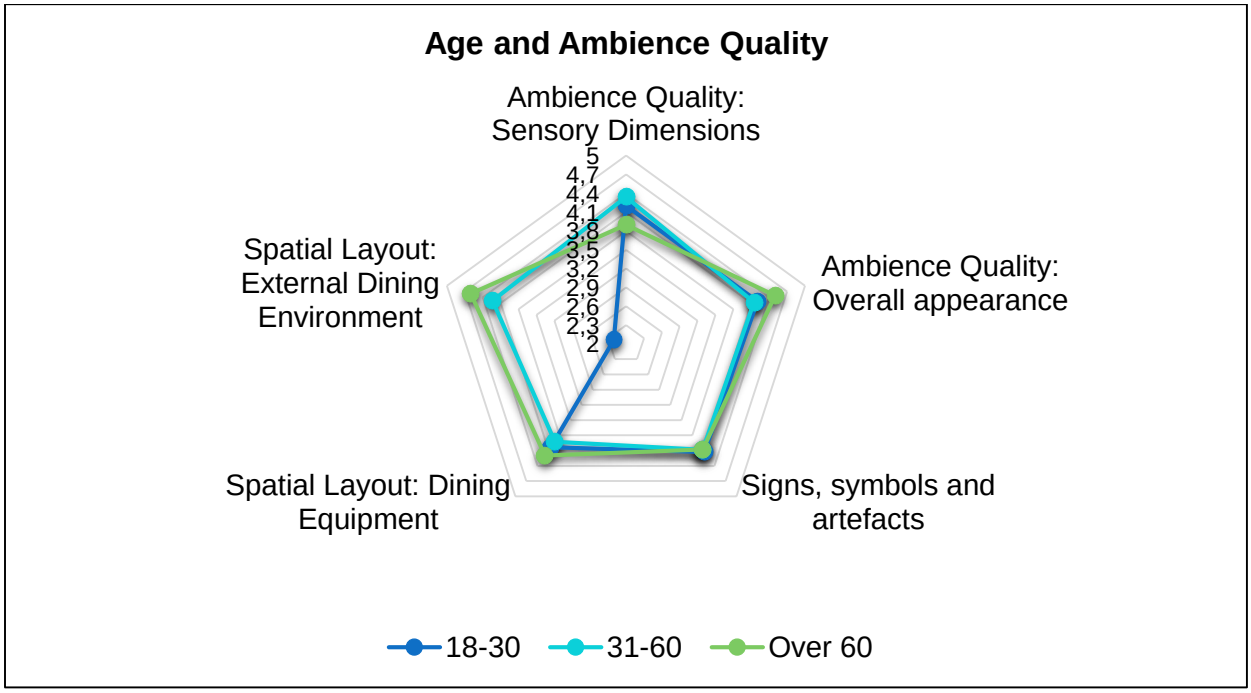


The results indicated that coloured respondents are not very critical when it comes to food quality, as most of the mean values for this group are above 4.6. The coloured group had higher mean values than the other two race groups, except for the value of food sub-dimension, which had a mean value of 4.0. White respondents tend to agree or strongly agree with regard to the food quality sub-dimensions with all of the mean values above 4.0. Black respondents also tend to agree or strongly agree with the food quality sub-dimensions (mean values above 4.0), except for the value of food sub-dimension, which had a mean value of 3.5. This might indicate that black respondents feel the food and beverage portions were not large enough for the price paid for the food.

6.4.7 MEANS OF AMBIENCE QUALITY PER AGE

The mean value with regard to age for the sub-dimensions of ambience quality is depicted below and in Table 9.28 in Appendix D.

Figure 6.28: Means of Ambience quality sub-dimensions and age

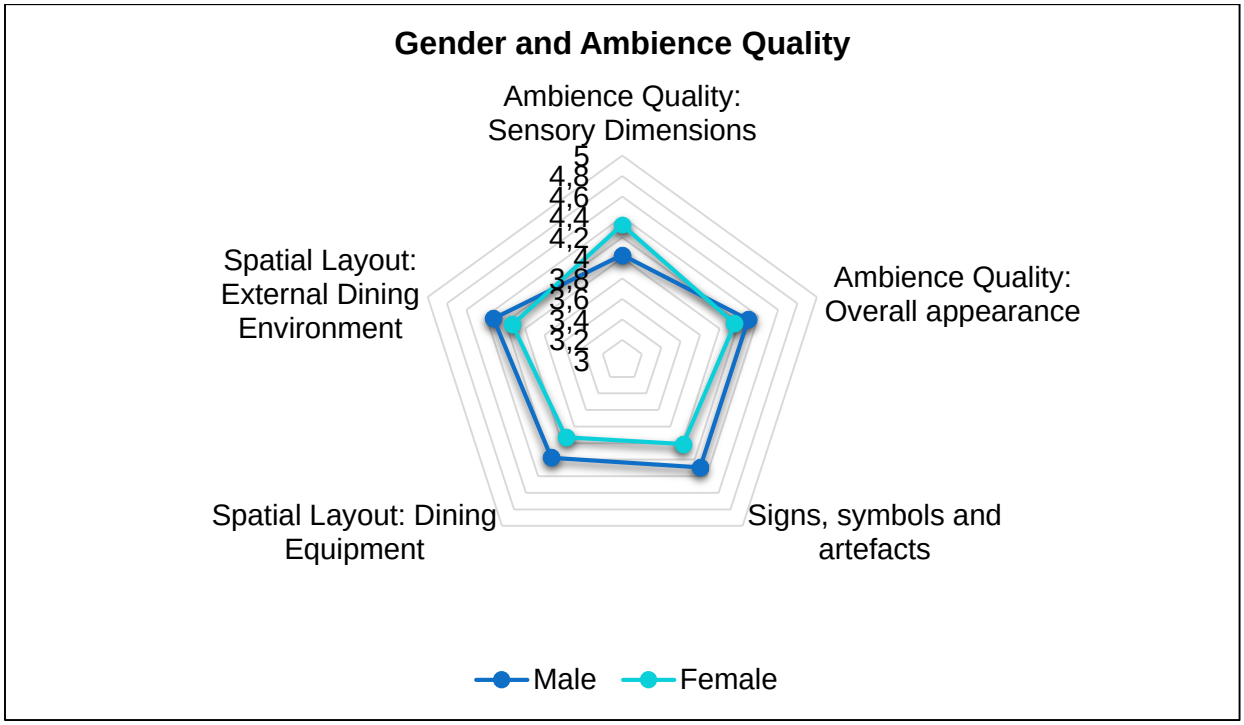


The results indicated that all of the age groups tend to agree or strongly agree with most of the ambience quality sub-dimensions as most of the mean values are above 4.0, except for the over-60 group that had a mean value of 3.9 for the sensory sub-dimension and the 31-60 group that had a mean value of 3.9 for the accessibility sub-dimension. However, the most important result to note is that the youngest age group (18-30) tend to disagree with the sub-dimension regarding the ergonomics and functionality (mean of 2.2). The sub-dimension refers to the size of the parking lot, the distance of the parking lot from the restaurant and how safe respondents feel in the area the restaurant is in. These results highlight the fact that the young respondents might not feel safe in FSRs in Gauteng, or that there is not enough parking space close to restaurants.

6.4.8 MEANS OF AMBIENCE QUALITY PER GENDER

The mean value with regard to gender for the sub-dimensions of ambience quality is depicted below and in Table 9.29 in Appendix D.

Figure 6.29: Means of Ambience quality sub-dimensions and gender

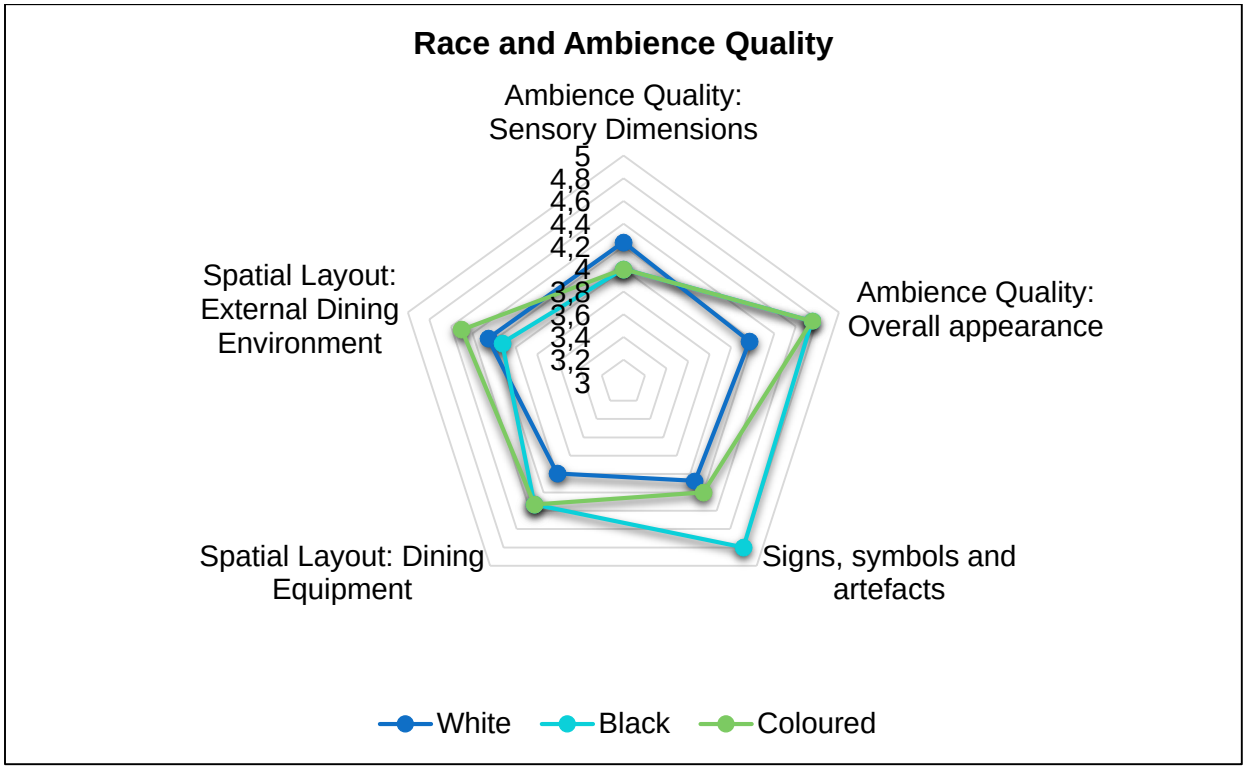


The results indicated that both males and females tend to agree towards the sub-dimensions regarding the overall appearance of the restaurant, the signs, symbols and artefacts as well as the accessibility, as all of the mean values are above 3.9. However, males tend to agree more towards these sub-dimensions as the mean values for males are higher than for women (means for males are all above 4.0). Women are more critical than men regarding all of the ambience quality sub-dimensions, except for the sensory sub-dimension, which has a higher mean value (4.3) than for the males (mean = 4.0). This may indicate that women tend to focus less on the sensory attributes as an important aspect when related to the other ambience quality aspects.

6.4.9 MEANS OF AMBIENCE QUALITY PER RACE

The mean values with regard to race for the sub-dimensions of ambience quality are depicted below and in Table 9.30 in Appendix D.

Figure 6.30: Means of Ambience quality sub-dimensions and race



The results indicated that there is a difference in the way that race groups evaluate ambience quality. White respondents tend to agree more towards all ambience quality sub-dimensions, with mean values above 3.9. White respondents have a higher mean value for the sensory sub-dimension (4.2) than the other race groups. Black respondents tend to agree or strongly agree towards the sub-dimensions of overall appearance (mean value of 4.8) and signs, symbols and artefacts (mean value of 4.8), whereas coloured respondents tend to agree or strongly agree towards the ergonomics and functionality sub-dimension of the restaurant (mean value of 4.5) and the accessibility sub-dimension (mean value of 4.3).

6.5 INFERENTIAL ANALYSIS OF THE RESEARCH FINDINGS

The inferential analysis of the data collected during the research process will aim to address both the primary and secondary objectives of this study. The Pearson correlation coefficient, the Pearson chi-square test for independence, Cramer V as a measure of association and Fisher's exact test were used to investigate the relationships between pairs of variables. The Mann-Whitney test and the Kruskal-Wallis test were used to test for statistically-significant differences between defined categories of the demographical variables (such as age or gender) with regard to their perception of certain variables. The analyses should lead to a better understanding of expectations and perceptions of service quality, food quality and ambience quality.

The first inferential statistical analyses, aimed at determining whether a statistically-significant relationship exists between service quality and customer satisfaction, thereby addresses the research objective: 'To determine if a relationship exists between service quality and customer satisfaction'. The findings are presented below.

6.5.1 CORRELATION RESULTS

To determine whether a statistically-significant relationship exists between the service quality sub-dimensions and customer satisfaction, the following hypotheses were defined:

H_0: There exists no statistically-significant relationship between each of the service quality sub-dimensions (tangibility, reliability, empathy, assurance, responsiveness) and customer satisfaction.

H_1: There exists a statistically-significant relationship between each of the service quality sub-dimensions (tangibility, reliability, empathy, assurance, responsiveness) and customer satisfaction.

The Pearson correlation coefficient was calculated for each pair of variables and tested for statistical significance. The results are tabled below. A 5% level of significance will be used.

Table 6.19: Correlation between customer satisfaction and service quality sub-dimensions

Correlations								
		Overall perception	Tangibility	Reliability	Assurance	Responsiveness	Empathy: Humanic Clues	Empathy: Individual Attention
Overall perception	Pearson Correlation	1	.858**	.835**	.882**	.872**	.858**	.746**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	51	51	51	51	51	51	51
**. Correlation is significant at the 0.01 level (2-tailed).								

The results indicate that there exists a statistically-significant difference, at a 1% level of significance, between each of the service quality sub-dimensions (tangibility, reliability, empathy, assurance and responsiveness) and customer satisfaction. All the correlation coefficients are above 0.74, indicating a very strong relationship between each of the service quality sub-dimensions and customer satisfaction.

The next set of inferential statistics determines the statistically-significant associations between customer expectations and the demographic profile variables. The next section thus addresses the following research objective: 'To investigate the behaviours of customers in different categories of the demographic profile variables with regard to their expectations of service quality, ambience quality and food quality'.

6.5.2 TESTING RELATIONSHIPS BETWEEN CUSTOMER EXPECTATIONS AND DEMOGRAPHICAL CHARACTERISTICS

The Pearson chi-square test is used to examine the existence of a relationship between two nominal variables. In some instances, small cell sizes can result in invalid Pearson chi-square values if more than 20% of the cells had expected counts of less than 5 for the cross-tabulations. Therefore, for 2 x 2 tables, the Fischer exact test values were used in determining statistical significance, while Cramer V will be used for tables larger than 2 x 2. Cramer V is a measure of strength between two nominal variables.

6.5.2.1 Age and Service Quality Expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between age groups and service quality expectations. The hypotheses are formulated below:

H_0: There is no association between service quality expectations and age.
H_1: There is an association between service quality expectations and age.

Table 6.20: Age and Service Quality expectations

	Age and Service quality expectations
Cramer's V	0.366
Significance level	0.090
Reject/do not reject null hypothesis	Do reject

The results indicated that a statistically-significant association exists, at the 10% level of significance, between age and service quality expectations (V= 0.366, p = 0.090).

6.5.2.2 Gender and Service quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between the gender of respondents and service quality expectations. The hypotheses are formulated below:

H_0: There is no association between service quality expectations and gender.
H_1: There is an association between service quality expectations and gender.

Table 6.21: Gender and Service quality expectations

	Gender and Service quality expectations
Cramer V	0.311
Significance level	0.295
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between gender and service quality expectations (V= 0.311, p = 0.295).

6.5.2.3 Language and Service quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between home language (Afrikaans and English) of respondents and service quality expectations. There were no other language groups in the sample. The hypotheses are formulated below:

H_0: There is no association between service quality expectations and language.
H_1: There is an association between service quality expectations and language.

Table 6.22: Language and Service quality expectations

	Language and Service quality expectations
Cramer V	0.386
Significance level	0.107
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between language spoken (Afrikaans and English) by respondents and service quality expectations (V= 0.386, p = 0.107).

6.5.2.4 Level of education and service quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between different age groups and service quality expectations. The hypotheses are formulated below:

H_0: There is no association between service quality expectations and level of education.

H_1: There is an association between service quality expectations and level of education.

Table 6.23: Level of education and Service quality expectations

	Level of education and Service quality expectations
Cramer's V	0.146
Significance level	0.899
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between level of education and service quality expectations (V= 0.146, p = 0.899).

6.5.2.5 Race and service quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between race group and service quality expectations. The hypotheses are formulated below:

H_0: There is no association between service quality expectations and race.
H_1: There is an association between service quality expectations and race.

Table 6.24: Race and Service quality expectations

	Race and Service quality expectations
Cramer's V	0.267
Significance level	0.505
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between race and service quality expectations (V= 0.267, p = 0.505).

6.5.2.6 LSM and service quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between LSM 9 and 10 customers and service quality expectations.

The hypotheses are formulated below:

H_0: There is no association between service quality expectations and LSM groups (9 and 10)

H_1: There is an association between service quality expectations and LSM groups (9 and 10).

Table 6.25: LSM and Service quality expectations

	LSM and Service quality expectations
Cramer's V	0.304
Significance level	0.363
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between LSM and service quality expectations (V= 0.304, p = 0.363).

6.5.2.7 Age and food quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between different age groups and food quality expectations. The hypotheses are formulated below:

H_0: There is no association between food quality expectations and age.

H_1: There is an association between food quality expectations and age.

Table 6.26: Age and Food quality expectations

	Age and Food quality expectations
Cramer's V	0.172
Significance level	0.808
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between age and food quality expectations (V= 0.172, p = 0.808).

6.5.2.8 Gender and food quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between different age groups and food quality expectations. The hypotheses are formulated below:

H_0: There is no association between food quality expectations and gender.
H_1: There is an association between food quality expectations and gender.

Table 6.27: Gender and Food quality expectations

	Gender and Food quality expectations
Cramer's V	0.175
Significance level	0.669
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between gender and food quality expectations (V= 0.175, p = 0.669).

6.5.2.9 Language and food quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between home language (Afrikaans and English) of respondents and food quality expectations. The hypotheses are formulated below:

H_0: There is no association between food quality expectations and language.
H_1: There is an association between food quality expectations and language.

Table 6.28: Language and Food quality expectations

	Language and Food quality expectations
Cramer's V	0.202
Significance level	0.555
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between language and food quality expectations (V= 0.202, p = 0.555).

6.5.2.10 Level of education and food quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between different age groups and food quality expectations. The hypotheses are formulated below:

H_0: There is no association between food quality expectations and level of education.
H_1: There is an association between food quality expectations and level of education.

Table 6.29: Level of education and Food quality expectations

	Level of education and Food quality expectations
Cramer's V	0.162
Significance level	0.727
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistical significant association exists, at the 5% level of significance, between level of education and food quality expectations (V= 0.162, p = 0.727).

6.5.2.11 Race and food quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between different races and quality expectations. The hypotheses are formulated below:

H_0: There is no association between food quality expectations and race.
H_1: There is an association between food quality expectations and race.

Table 6.30: Race and Food quality expectations

	Race and Food quality expectations
Cramer's V	0.349
Significance level	0.053
Reject/do not reject null hypothesis	Reject

The results indicated that a statistically-significant association exists, at the 10% level of significance, between race and food quality expectations (V= 0.349, p = 0.053).

6.5.2.12 LSM and food quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between LSM 9 and 10 respondents and food quality expectations. The hypotheses are formulated below:

H_0: There is no association between food quality expectations and LSM.
H_1: There is an association between food quality expectations and LSM.

Table 6.31: LSM and Food quality expectations

	LSM and Food quality expectations
Cramer's V	0.252
Significance level	0.392
Reject/do not reject null hypothesis	Do not reject (5%)

The results indicated that no statistically-significant association exists, at the 5% level of significance, between LSM and food quality expectations (V= 0.252, p = 0.392).

6.5.2.13 Age and ambience quality expectations

The Cramer's V value was used to determine whether a statistically-significant association exists between different age groups and ambience quality expectations. The hypotheses are formulated below:

H_0: There is no association between ambience quality expectations and age.
H_1: There is an association between ambience quality expectations and age.

Table 6.32: Age and Ambience quality expectations

	Age and Ambience quality expectations
Cramer's V	0.133
Significance level	0.636
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between age and ambience quality expectations (V= 0.133, p = 0.636).

6.5.2.14 Gender and ambience quality expectations

The Pearson chi-square test value was used to determine whether a statistically-significant association exists between different age groups and ambience quality expectations. The hypotheses are formulated below:

H_0: There is no association between ambience quality expectations and gender.
H_1: There is an association between ambience quality expectations and gender.

Table 6.33: Gender and Ambience quality expectations

	Gender and Ambience quality expectations
Pearson chi-square Value	0.040
Significance level	0.842
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between gender and ambience quality expectations (Chi -square value = 0.040, p = 0.842).

6.5.2.15 Language and ambience quality expectations

The Fischer's exact test value was used to determine whether a statistically-significant association exists between home language and ambience quality expectations. The hypotheses are formulated below:

H_0: There is no association between ambience quality expectations and home language.
H_1: There is an association between ambience quality expectations and home language.

Table 6.34: Language and Ambience quality expectations

	Language and Ambience quality expectations
Fischer's Test Significance level	0.714
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between language and ambience quality expectations (p = 0.714).

6.5.2.16 Level of education and ambience quality expectations

The Fischer's exact test value was used to determine whether a statistically-significant association exists between different age groups and service quality expectations. The hypotheses are formulated below:

H_0: There is no association between ambience quality expectations and level of education.

H_1: There is an association between ambience quality expectations and level of education.

Table 6.35: Level of education and Ambience quality expectations

	Level of education and Ambience quality expectations
Fischer's Test Significance level	0.775
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between level of education and ambience quality expectations (p = 0.775).

6.5.2.17 Race and ambience quality expectations

The Cramer's V value was used to determine whether a statistical significant association exists between race and ambience quality expectations. The hypotheses are formulated below:

H_0: There is no association between ambience quality expectations and race.
H_1: There is an association between ambience quality expectations and race.

Table 6.36: Race and Ambience quality expectations

	Race and Ambience quality expectations
Cramer's V	0.236
Significance level	0.241
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between race and ambience quality expectations (V= 0.236, p = 0.241).

6.5.2.18 LSM and ambience quality expectations

The Fischer's exact test value was used to determine whether a statistically-significant association exists between LSM 9 and 10 respondents and ambience quality expectations. The hypotheses are formulated below:

H_0: There is no association between ambience quality expectations and LSM.
H_1: There is an association between ambience quality expectations and LSM.

Table 6.37: LSM and Ambience quality expectations

	LSM and Ambience quality expectations
Fischer's Test Significance level	1
Reject/do not reject null hypothesis	Do not reject

The results indicated that no statistically-significant association exists, at the 5% level of significance, between LSM and ambience quality expectations (p = 1).

6.5.3 TESTING FOR STATISTICALLY-SIGNIFICANT DIFFERENCES BETWEEN DEMOGRAPHICAL GROUPS WITH REGARD TO SERVICE QUALITY, FOOD QUALITY, AMBIENCE QUALITY AND CUSTOMER SATISFACTION

The Mann-Whitney test is a nonparametric test for two independent groups. This test is the counterpart of the t-test without the t-test's limiting assumptions (Welman, Kruger & Mitchell, 2009:230; Blumberg, Cooper and Schindler, 2005:580). Nonparametric statistics are suitable when the variable analysed does not conform to any known or continuous distribution (Zikmund et al., 2013:516). The Mann-Whitney test is used in this study to compare different groups based on a single variable. It is useful to apply this test when the sample from the population is small, such as in this study, or if the data are ordinal. The reason for the use of this test is that when all of the values of the study variable are ranked according to which group the values belong, the ranks should be evenly spread across the two groups if the two populations have equal medians. The Kruskal-Wallis test is used for three or more independent samples (Aaker, Kumar & Day, and 2007:445). In the next section, the results for the test are depicted.

6.5.3.1 Testing for Service Quality Differences between Age groups

The Kruskal-Wallis test was used to determine whether there was a statistically-significant difference between the different age groups regarding their level of agreement regarding service quality. The hypotheses are formulated below:

H_0: There is no difference between different age groups with regard to their level of agreement regarding their perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

H_1: There is a difference between different age groups with regard to their level of agreement regarding perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

The results are shown below.

Table 6.38: Service Quality differences between age groups

	Tangibility	Reliability	Assurance	Responsiveness	Empathy: Humanic Clues	Empathy: Individual Attention
Chi-Square	0.285	0.483	0.460	1.708	1.695	3.104
Asymp. Sig. (2-tailed)	0.867	0.785	0.795	0.426	0.428	0.212
Mean Rank 18-30	26.0	27.33	24.24	25.0	23.78	24.31
Mean Rank 31-60	25.18	24.37	27.13	25.26	27.63	25.55
Mean Rank Over 60	29.10	25.0	26.25	34.20	31.80	36.80

The results indicate that there is no statistically-significant difference between the age groups for any of the service quality sub-dimensions (all *p* values larger than 0.05). However, the mean ranks indicates that the over-60 group tend to agree more with the sub-dimensions of responsiveness, humanic clues and individual attention (mean ranks

34.20, 31.80 and 36.80) than the other groups, whose mean ranks are all below 30 for the mentioned statements.

6.5.3.2 Testing for Service Quality Differences between Males and Females

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between males and females regarding their level of agreement regarding service quality. The hypotheses are formulated below:

H_0: There is no difference between males and females with regard to their level of agreement regarding their perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

H_1: There is a difference between males and females with regard to their level of agreement regarding perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

The results are shown below.

Table 6.39: Service Quality differences between males and females

	Tangibility	Reliability	Assurance	Responsiveness	Empathy: Humanic Clues	Empathy: Individual Attention
Mann-Whitney U	272.0	214.0	198.0	272.5	251.5	239.5
Asymp. Sig. (2-tailed)	0.729	0.128	0.120	0.740	0.440	0.315
Mean Rank Male	27.0	30.14	30.13	26.97	28.21	28.91
Mean Rank Female	25.50	23.79	23.32	25.51	24.90	24.54

The results indicate that there is no statistically-significant difference between males and females for any of the service quality sub-dimensions (all *p* values larger than 0.05).

Although there were no statistically-significant differences, the mean ranks indicate that males tend to agree more regarding all the service quality sub-dimensions, as all of the mean ranks are higher for males (26.97 and above) than for females (25.51 and below).

6.5.3.3 Testing for Service Quality differences between Afrikaans and English respondents

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between Afrikaans and English respondents regarding their level of agreement regarding service quality. The hypotheses are formulated below:

H_0: There is no difference between Afrikaans and English respondents with regard to their level of agreement regarding their perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

H_1: There is a difference between Afrikaans and English respondents with regard to their level of agreement regarding perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

The results are shown below.

Table 6.40: Service Quality differences between Afrikaans and English respondents

	Tangibility	Reliability	Assurance	Responsiveness	Empathy: Humanic Clues	Empathy: Individual Attention
Mann-Whitney U	140.5	149.0	175.5	182.0	179.5	187.5
Asymp. Sig. (2-tailed)	0.222	0.315	0.818	0.862	0.809	0.970
Mean Rank Afrikaans	24.85	25.05	25.72	25.83	25.77	26.04
Mean Rank English	31.39	30.44	24.5	26.78	27.06	25.83

The results indicate that there is no statistically-significant difference between Afrikaans and English respondents for any of the service quality sub-dimensions (all *p* values larger than 0.05). However, the mean ranks indicate that English respondents tend to agree more with the sub-dimensions of service quality, as four of the six mean ranks are higher than those for Afrikaans respondents. There are only two instances where the Afrikaans respondents have higher means – assurance (25.72 vs 24.50) and individual attention (26.04 vs 25.83). The differences are, however, not large enough to be statistically significant.

6.5.3.4 Testing for Service Quality differences between respondents who have an Undergraduate Degree or less and respondents who have Postgraduate Degrees

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between respondents who have an undergraduate degree or less and those respondents who have a postgraduate degree, regarding their level of agreement regarding service quality. The hypotheses are formulated below:

H_0: There is no difference between respondents who have an undergraduate degree or less and respondents who have a postgraduate degree, with regard to their level of agreement regarding their perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

H_1: There is a difference between respondents who have an undergraduate degree or less and respondents who have a postgraduate degree, with regard to their level of agreement regarding perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

The results are shown below.

Table 6.41: Service Quality differences between respondents who have an Undergraduate Degree or less and respondents who have Postgraduate Degrees

	Tangibility	Reliability	Assurance	Responsiveness	Empathy: Humanic Clues	Empathy: Individual Attention
Mann-Whitney U	261.0	280.0	278.5	255.0	279.5	266.5
Asymp. Sig. (2-tailed)	0.383	0.625	0.813	0.328	0.612	0.448
Mean Rank Under graduate	27.57	26.67	25.58	27.86	26.69	23.69
Mean Rank Post graduate	24	24.66	24.6	23.79	24.64	26.81

The results indicate that there is no statistically-significant difference between respondents with an undergraduate degree or less and respondents with a postgraduate degree for any of the service quality sub-dimensions (all *p* values larger than 0.05). The mean ranks, however, indicate that respondents with an undergraduate degree or less tend to agree more with five of the sub-dimensions of service quality than respondents with postgraduate degrees. This is an interesting finding, as it may indicate that the more educated the respondents are, the more they are aware of the service delivery and what they expect to receive. The respondents with postgraduate degrees are thus more critical of the service quality of restaurants than respondents with undergraduate degrees or less. There is only one statement where the respondents with postgraduate degrees tend to agree more – individual attention (mean ranks of 26.81 vs 23.69).

6.5.3.5 Testing for Service Quality differences between LSM groups

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between LSM 9 respondents and LSM 10 respondents regarding their level of agreement regarding service quality.

The hypotheses are formulated below:

H_0: There is no difference between LSM 9 and LSM 10 with regard to their level of agreement regarding their perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

H_1: There is a difference between LSM 9 and LSM 10 with regard to their level of agreement regarding perception of service quality sub-dimensions (tangibility, reliability, assurance, responsiveness, empathy: humanic clues and empathy: individual attention).

The results are shown on the next page.

Table 6.42: Service Quality differences between LSMs

	Tangibility	Reliability	Assurance	Responsiveness	Empathy: Humanic Clues	Empathy: Individual Attention
Mann-Whitney U	67.50	120.5	106	114	87.5	82.5
Asymp. Sig. (2-tailed)	0.071	0.936	0.644	0.733	0.244	0.19
Mean Rank LSM 9	33.25	23.58	25.83	22.50	18.08	17.25
Mean Rank LSM 10	22.65	24.06	23.15	24.22	24.87	24.99

The results indicate that there is a statistical difference, at the 10% level of significance, between the LSM 9 and LSM 10 groups with regard to the tangibility sub-dimension. Furthermore, the mean ranks indicate that the LSM 9 group tend to agree more with the statement of tangibility (mean rank = 33.25) than the LSM 10 group (mean rank = 22.65). Although not statistically significant, the results also indicate that the LSM 10 group tend to agree more with both the empathy statements (mean ranks = 24.87 and 24.99) than the LSM 9 group (mean ranks = 18.08 and 17.25).

6.5.3.6 Testing for Food Quality differences between Age groups

The Kruskal-Wallis test was used to determine whether there was a statistically-significant difference between age groups with regard to food quality. The hypotheses are formulated below:

H_0: There is no difference between age groups with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

H_1: There is a statistical difference between age groups with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

The results are shown below:

Table 6.43: Food Quality differences between Age groups

	Presentation	Sensory Attributes	Menu Variety	Value for money: Price of food	Value for money: Value of food
Chi-Square	0.410	1.621	0.920	0.592	0.856
Asymp. Sig. (2-tailed)	0.815	0.445	0.631	0.744	0.652
Mean Rank 18-30	24.85	26.58	26.67	27.31	24.85
Mean Rank 31-60	27.63	22.61	23.13	25.05	28.34
Mean Rank Over 60	26.00	30.90	28.88	22.50	23.30

The results indicate that there is no statistically-significant difference between age groups regarding their perception of food quality sub-dimensions (all *p* values larger than 0.05). It is, however, interesting to note that the over-60 group has a much higher mean rank for sensory attributes (30.90) than the other two groups (26.58 and 22.61). This indicates

that the older age group tend to agree more and are thus more lenient when assessing the sensory attributes of a restaurant than the younger groups.

6.5.3.7 Testing for Food Quality differences between Males and Females

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between males and females regarding their level of agreement regarding food quality. The hypotheses are formulated below:

H_0: There is no difference between males and females with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

H_1: There is a statistical difference between males and females with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

The results are shown below:

Table 6.44: Food Quality differences between Males and Females

	Presentation	Sensory Attributes	Menu Variety	Value for money: Price of food	Value for money: Value of food
Mann-Whitney U	270.0	262.5	272.5	272.0	212.0
Asymp. Sig. (2-tailed)	0.697	0.841	0.917	0.728	0.111
Mean Rank Male	24.88	26.09	25.79	25.00	30.53
Mean Rank Female	26.56	25.22	25.35	26.50	23.74

The results indicate that there is no statistically-significant difference between males and females regarding their perception of food quality sub-dimensions (all *p* values larger than

0.05). There is, however, a fairly large difference in the mean ranks for value of food. Males tended to agree more with the statements regarding value of food than women, as the mean rank for men is 30.53 and only 23.74 for women. This may indicate that women are more critical when evaluating the value of food at restaurants.

6.5.3.8 Testing for Food Quality differences between Afrikaans and English respondents

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between Afrikaans and English respondents regarding their level of agreement regarding food quality. The hypotheses are formulated on the next page.

H_0: There is no difference between Afrikaans and English respondents with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

H_1: There is a statistical difference between Afrikaans and English respondents with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

The results are shown below:

Table 6.45: Food Quality differences between Afrikaans and English respondents

	Presentation	Sensory Attributes	Menu Variety	Value for money: Price of food	Value for money: Value of food
Mann-Whitney U	184.0	152.0	126.5	188.0	183.5
Asymp. Sig. (2-tailed)	0.899	0.405	0.136	0.980	0.888
Mean Rank Afrikaans	25.88	24.71	26.91	25.98	26.13
Mean Rank English	26.25	29.11	19.06	26.11	25.39

The results indicate that there is no statistically-significant difference between Afrikaans and English respondents regarding their perception of food quality sub-dimensions (all *p* values larger than 0.05). It is, however, interesting to note that Afrikaans respondents tend to agree more with statements regarding menu variety (mean rank is 26.91) than English respondents (mean rank is 19.06).

6.5.3.9 Testing for Food Quality differences between respondents with an undergraduate degree and respondents with a postgraduate degree

The test was used to determine whether there was a statistically-significant difference between respondents with an undergraduate degree and respondents with a postgraduate degree regarding their level of agreement regarding food quality. The hypotheses are formulated below:

H_0: There is no difference between respondents with an undergraduate degree and respondents with a postgraduate degree with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

H_1: There is a statistical difference respondents with an undergraduate degree and respondents with a postgraduate degree with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

The results are shown below.

Table 6.46: Food Quality differences between respondents with an undergraduate degree and respondents with a postgraduate degree

	Presentation	Sensory Attributes	Menu Variety	Value for money: Price of food	Value for money: Value of food
Mann-Whitney U	273.0	267.0	251.0	304.5	279.5
Asymp. Sig. (2-tailed)	0.525	0.635	0.377	1.0	0.611
Mean Rank Undergraduate degree	24.0	23.85	22.95	25.5	26.69
Mean Rank Post graduate degree	26.59	25.79	26.54	25.5	24.64

The results indicate that there is no statistically-significant difference between respondents with an undergraduate degree and respondents with a postgraduate degree regarding their perception of food quality sub-dimensions (all *p* values larger than 0.05). The mean ranks, however, indicate that post-graduate respondents tend to agree more with statements regarding food quality than respondents with an undergraduate degree or less, as most of the mean ranks are slightly higher for post-graduate respondents than for respondents with an undergraduate degree or less. There is only one aspect where respondents with an undergraduate degree or less have a higher mean rank, which is with value of food, where the mean rank for these respondents is 26.69 and only 24.64 for post-graduate respondents.

6.5.3.10 Testing for Food Quality differences between LSM groups

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between LSM groups regarding their level of agreement regarding food quality. The hypotheses are formulated below:

H_0: There is no difference between LSM groups with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory

attributes, menu variety, value for money: price of food and value for money: value of food).

H_{29}: There is a statistical difference between LSM groups with regard to their level of agreement regarding their perception of food quality sub-dimensions (presentation, sensory attributes, menu variety, value for money: price of food and value for money: value of food).

The results are shown below.

Table 6.47: Food Quality differences between LSM groups

	Presentation	Sensory Attributes	Menu Variety	Value for money: Price of food	Value for money: Value of food
Mann-Whitney U	33.50	75.0	82.5	88.0	96.5
Asymp. Sig. (2-tailed)	0.003	0.137	0.214	0.254	0.382
Exact Sig. (2(1-tailed))	0.002	0.150[b]	0.228[b]	0.279[b]	0.408[b]
Mean Rank LSM 9	38.92	31.00	17.25	29.83	28.42
Mean Rank LSM 10	21.82	22.38	24.44	23.15	23.35

The results indicate that there is a statistically-significant difference between LSM 9 and LSM 10 respondents regarding their perception of the presentation sub-dimension at the 1% level of significance. According to the mean ranks, LSM 9 respondents tend to agree more with statements regarding food quality than LSM 10 respondents. The mean ranks for presentation differ from 38.21 for LSM 9 and 21.82 for LSM 10, while for sensory attributes they differ from 31.00 for LSM 9 and 22.38 for LSM 10. This may indicate that LSM 9 respondents are less critical when evaluating food quality than LSM 10 respondents.

6.5.3.11 Testing for Ambience Quality differences between Age groups

The Kruskal-Wallis test was used to determine whether there was a statistically-significant difference between age groups regarding their level of agreement regarding ambience quality.

The hypotheses are formulated below:

H_0: There is no difference between age groups with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

H_1: There is a statistical difference between age groups with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

The results are shown below:

Table 6.48: Ambience Quality differences between Age groups

	Ambient Conditions: Sensory Dimensions	Ambient Conditions: Overall Appearance	Signs, symbols and artefacts	Spatial layout: Accessibility	Spatial layout: Ergonomics and functionality
Chi-Square	2.028	1.320	0.224	0.562	2.310
Asymp. Sig. (2-tailed)	0.363	0.517	0.894	0.755	0.315
Mean Rank 18-30	24.37	24.50	26.91	26.74	24.56
Mean Rank 31-60	29.47	24.05	24.84	24.18	24.33
Mean Rank Over 60	21.60	32.75	25.50	28.90	34.80

The results indicate that there is no statistically-significant difference between age groups regarding their perception of ambience quality sub-dimensions (all *p* values larger than 0.05). It is, however, important to note that the over-60 group has a much higher mean

rank for the sub-dimension of ergonomics and functionality (mean rank is 34.80 and other groups' mean ranks are 24.56 and 24.33). This may indicate that older respondents are less critical when evaluating the ergonomics and functionality than younger groups.

6.5.3.12 Testing for Ambience Quality differences between Males and Females

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between males and females regarding their level of agreement regarding ambience quality. The hypotheses are formulated on the next page.

H_0: There is no difference between males and females with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

H_1: There is a statistical difference between males and females with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

The results are shown below.

Table 6.49: Ambience Quality differences between Males and Females

	Ambient Conditions: Sensory Dimensions	Ambient Conditions: Overall Appearance	Signs, symbols and artefacts	Spatial layout: Accessibility	Spatial layout: Ergonomics and functionality
Mann-Whitney U	189.5	251.0	212.5	270.0	234.0
Asymp. Sig. (2-tailed)	0.035	0.656	0.124	0.699	0.438
Mean Rank Male	20.15	26.24	30.50	27.12	27.71
Mean Rank Female	28.93	24.34	23.75	25.44	24.36

The results indicate that there is a statistically-significant difference between males and females regarding the sensory dimension at the 5% level of significance, but not for the other sub-dimensions. Males tends to agree more with all sub-dimensions of ambience quality, except for the sensory dimension, where females have a higher mean rank than males (mean rank for females = 28.93 and 20.15 for males). This may indicate that females are more critical than men when evaluating ambience quality, but they are more lenient towards the sensory dimensions than men.

6.5.3.13 Testing for Ambience Quality differences between Afrikaans and English respondents

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between Afrikaans and English respondents regarding their level of agreement regarding ambience quality. The hypotheses are formulated below:

H_0: There is no difference between Afrikaans and English respondents with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

H_1: There is a statistical difference between Afrikaans and English respondents with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

The results are shown on the next page.

Table 6.50: Ambience Quality differences between Afrikaans and English respondents

	Ambient Conditions: Sensory Dimensions	Ambient Conditions: Overall Appearance	Signs, symbols and artefacts	Spatial layout: Accessibility	Spatial layout: Ergonomics and functionality
Mann-Whitney U	154.0	121.5	152.0	178.0	161.5
Asymp. Sig. (2-tailed)	0.359	0.127	0.357	0.782	0.557
Exact Sig. (2(1-tailed))	0.400[b]	0.133[b]	0.373[b]	0.799[b]	0.568[b]
Mean Rank Afrikaans	25.17	23.54	25.12	25.74	24.94
Mean Rank English	29.89	31.50	30.11	27.22	28.06

The results indicate that there is no statistically-significant difference between Afrikaans and English respondents regarding their perception of ambience quality sub-dimensions (all *p* values larger than 0.05). It is, however, interesting to note that all of the mean ranks are higher for English respondents than for Afrikaans respondents. This may indicate that Afrikaans respondents are more critical than English respondents when evaluating ambience quality sub-dimensions.

6.5.3.14 Testing for Ambience Quality differences between respondents with an undergraduate degree and respondents with a postgraduate degree

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between respondents with an undergraduate degree and respondents with a postgraduate degree, regarding their level of agreement regarding ambience quality.

The hypotheses are formulated below:

H_0: There is no difference between respondents with an undergraduate degree and respondents with a postgraduate degree with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory

dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

H_1: There is a statistical difference between respondents with an undergraduate degree and respondents with a postgraduate degree with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

The results are shown below:

Table 6.51: Ambience Quality differences between respondents with an undergraduate degree and respondents with a postgraduate degree

	Ambient Conditions: Sensory Dimensions	Ambient Conditions: Overall Appearance	Signs, symbols and artefacts	Spatial layout: Accessibility	Spatial layout: Ergonomics and functionality
Mann-Whitney U	294.5	273.5	251.0	299.5	154.5
Asymp. Sig. (2-tailed)	0.835	0.834	0.290	0.920	0.004
Mean Rank Undergraduate	25.98	24.98	28.05	25.74	18.36
Mean Rank Postgraduate	25.16	24.13	23.66	25.33	29.98

The results indicate that there is a statistically-significant difference between respondents with an undergraduate degree and respondents with a postgraduate degree, regarding their perception of the ergonomics and functionality sub-dimension at a 1% level of significance. Respondents with a postgraduate degree have a mean rank (29.98) for the ergonomics and functionality sub-dimension that is much higher than that for respondents with an undergraduate degree or less (18.36). This may be due to the fact that younger respondents (usually respondents with fewer qualifications are younger) visit FSRs that might be in areas with more crime, as these statements are linked to the safety in the area of the restaurant as well as the parking of the restaurant.

The mean ranks for the two groups for the other sub-dimensions are very similar, except for signs, symbols and artefacts. Respondents with an undergraduate degree or less tend to agree more for the sub-dimension of signs, symbols and artefacts than respondents with a postgraduate degree, as the first group's mean rank is 28.05 and the second group's mean rank is only 23.66.

6.5.3.15 Testing for Ambience Quality differences between LSM groups

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between LSM groups regarding their level of agreement regarding ambience quality. The hypotheses are formulated below:

H_0: There is no difference between LSM groups with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

H_1: There is a statistical difference between LSM groups with regard to their level of agreement regarding their perception of ambience quality sub-dimensions (Sensory dimensions, overall appearance, signs, symbols and artefacts, spatial layout: accessibility and spatial layout: ergonomics and functionality).

The results are shown below:

Table 6.52: Ambience Quality differences between LSM groups

	Ambient Conditions: Sensory Dimensions	Ambient Conditions: Overall Appearance	Signs, symbols and artefacts	Spatial layout: Accessibility	Spatial layout: Ergonomics and functionality
Mann-Whitney U	72.0	59.0	75.5	65.0	101.0
Asymp. Sig. (2-tailed)	0.83	0.135	0.127	0.059	0.531
Exact Sig. (2(1-tailed))	0.109[b]	0.148[b]	0.133[b]	0.066[b]	0.555[b]
Mean Rank LSM 9	32.50	31.20	31.92	33.67	26.67
Mean Rank LSM 10	22.76	21.98	22.84	22.59	23.03

The results indicate that there is a statistically-significant difference between LSM 9 respondents and LSM 10 respondents, regarding their perception of the accessibility sub-dimension at a 10% level of significance. It is also interesting to note that the LSM 9 group has much higher mean rank values regarding all ambience quality sub-dimensions than the LSM 10 group. This may indicate that the higher a respondent's standard of living, the more critical they are of the ambience quality at FSRs.

6.5.3.16 Testing for Customer Satisfaction differences between Age groups

The Kruskal-Wallis test was used to determine whether there was a statistically-significant difference between age groups regarding their level of agreement regarding customer satisfaction. The hypotheses are formulated below:

H_0: There is no difference between age groups with regard to their level of agreement regarding their customer satisfaction.

H_1: There is a statistical difference between age groups with regard to their level of agreement regarding their customer satisfaction.

The results are shown below:

Table 6.53: Customer Satisfaction differences between Age groups

	Customer satisfaction
Chi-Square	0.384
Asymp. Sig. (2-tailed)	0.825
Mean Rank 18-30	25.04
Mean Rank 31-60	27.66
Mean Rank Over 60	24.90

The results indicate that there is no statistically-significant difference between age groups regarding their perception of customer satisfaction (*p* value larger than 0.05). The middle-aged group (31-60) tends to be more agreeable with statements regarding customer satisfaction than the other groups, as their mean rank is 27.66 and the other mean ranks are 25.04 (18-30) and 24.90 (over 60) respectively. This may indicate that the middle-aged group is more easily satisfied with service delivery at FSRs than the other two age groups.

6.5.3.17 Testing for Customer Satisfaction differences between Males and Females

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between males and females regarding their level of agreement regarding customer satisfaction. The hypotheses are formulated below:

H_0: There is no difference between males and females with regard to their level of agreement regarding customer satisfaction.

H_1: There is a statistical difference between males and females with regard to their level of agreement regarding customer satisfaction.

The results are shown below:

Table 6.54: Customer Satisfaction differences between Males and Females

	Customer satisfaction
Mann-Whitney U	267.0
Asymp. Sig. (2-tailed)	0.657
Mean Rank Male	27.29
Mean Rank Female	25.35

The results indicate that there is no statistically-significant difference between males and females regarding customer satisfaction (p-value larger than 0.05). The mean rank is, however, higher for males (27.29) than for females (25.35) and may indicate that males tend to agree more that they are satisfied with service delivery at FSRs than women.

6.5.3.18 Testing for Customer Satisfaction differences between Afrikaans and English respondents

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between Afrikaans and English respondents regarding their level of agreement regarding customer satisfaction. The hypotheses are formulated below:

H_0: There is no difference between Afrikaans and English respondents with regard to their level of agreement regarding customer satisfaction.

H_1: There is a statistical difference between Afrikaans and English respondents with regard to their level of agreement regarding customer satisfaction.

The results are shown below.

Table 6.55: Customer Satisfaction differences between Afrikaans and English respondents

	Customer satisfaction
Mann-Whitney U	151.0
Asymp. Sig. (2-tailed)	0.344
Exact Sig. (2(1-tailed))	0.360[b]
Mean Rank Afrikaans	25.10
Mean Rank English	30.22

The results indicate that there is no statistically-significant difference between Afrikaans and English respondents regarding customer satisfaction (*p* value larger than 0.05).

However, the mean ranks do indicate that English respondents tend to agree more with statements regarding customer satisfaction than Afrikaans respondents (mean rank English – 30.22 and 25.10 for Afrikaans). This may indicate that Afrikaans respondents are less satisfied with service delivery at FSRs than English respondents.

6.5.3.19 Testing for Customer Satisfaction differences between respondents with an undergraduate degree and respondents with a postgraduate degree

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between respondents with an undergraduate degree and respondents with a postgraduate degree, regarding their level of agreement regarding customer satisfaction. The hypotheses are formulated below:

H_0: There is no difference between respondents with an undergraduate degree and respondents with a postgraduate degree with regard to their level of agreement regarding customer satisfaction.

H_1: There is a statistical difference between respondents with an undergraduate degree and respondents with a postgraduate degree with regard to their level of agreement regarding customer satisfaction.

The results are shown on the next page.

Table 6.56: Customer Satisfaction differences between respondents with an undergraduate degree and respondents with a postgraduate degree

	Customer satisfaction
Mann-Whitney U	263.5
Asymp. Sig. (2-tailed)	0.612
Mean Rank Undergraduate	27.45
Mean Rank Postgraduate	24.09

The results indicate that there is no statistically-significant difference between respondents with an undergraduate degree and respondents with a postgraduate degree regarding customer satisfaction (*p* value larger than 0.05). The mean ranks, however, indicate that respondents with an undergraduate degree or less (mean rank = 27.45) tend to agree more with the customer satisfaction statements than respondents with postgraduate degrees (mean rank = 24.09).

6.5.3.20 Testing for Customer Satisfaction differences between LSM groups

The Mann-Whitney test was used to determine whether there was a statistically-significant difference between LSM groups regarding their level of agreement regarding customer satisfaction. The hypotheses are formulated below:

H_0: There is no difference between LSM groups with regard to their level of agreement regarding customer satisfaction.

H_1: There is a statistical difference between LSM groups with regard to their level of agreement regarding customer satisfaction.

The results are shown on the next page.

Table 6.57: Customer Satisfaction differences between LSM groups

	Customer satisfaction
Mann-Whitney U	106.5
Asymp. Sig. (2-tailed)	0.595
Exact Sig. (2(1-tailed))	0.608[b]
Mean Rank LSM 9	26.75
Mean Rank LSM 10	23.60

The results indicate that there is no statistically-significant difference between LSM 9 and LSM 10 respondents regarding their perception of customer satisfaction (p-values are larger than 0.05). However, the mean ranks indicate that LSM 9 respondents tend to agree more with regard to satisfaction with service delivery at FSRs, as their mean rank is 26.75 and the mean rank for LSM 10 respondents is only 23.60.

6.6 CONCLUSION

Chapter 6 discussed the descriptive as well as the inferential data analysis conducted for the purposes of the research study. The first section of the chapter provided a demographic composition of the respondents. This was followed by descriptive statistics of the expectations and perceptions of respondents and a factor analysis of each of the dimensions to determine the unidimensionality of each of the dimensions. The section was concluded with the means of each dimension.

The second section of this chapter dealt with the inferential analyses of the research findings. In this section, important conclusions were drawn that address the research aim, objectives and overall purpose as set in Chapter 1 of this research study. To answer the set objectives, inferential statistics were done on the perceptions and expectations of respondents regarding full service restaurants. The final chapter of this research dissertation will discuss the conclusions drawn and recommendations that can be made from the research conducted.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

In Chapter 6 the research results were presented and analysed. The purpose of this chapter is to conclude the study regarding dimensions of the dining experience of customers at full-service restaurants. Chapter 7 aims to summarise the main findings of the study and to draw conclusions based on these findings. The chapter will also aim to answer the research question and sub-questions posed in Chapter 1. Based on the conclusions, recommendations will be made. This section will address the contribution that the study can make to the South African restaurant industry, the limitations of the study, and recommendations for future study.

7.2 ADDRESSING THE RESEARCH AIM AND OBJECTIVES

The main purpose of the study is to **determine the expectations and perceptions of customers regarding FSR dining experience dimensions.**

The secondary objectives are:

- To determine the expectations of the dimensions of the dining experience perceived to be important by customers in FSRs.
- To determine customers' perceptions of the service quality received in a specific FSR.
- To determine customers' perceptions of the food quality received in a specific FSR.
- To determine customers' perceptions of the ambience quality received in a specific FSR.
- To determine if a relationship exists between the service quality sub-dimensions and customer satisfaction.

- To investigate the behaviours of customers in different demographic groups regarding their expectations and perceptions of the dining experience dimensions.

A breakdown of how the objectives were met can be seen in Chapter 6.

From the above, it can be seen that the overall aim of the research study was to analyse the expectations and perceptions that customers have of the dining experience at full-service restaurants. The purpose was to gain a better understanding of the different factors that motivate customers to visit FSRs and to gain insight into what their expectations and perceptions are of service quality, food quality and ambience quality. A further purpose was to analyse whether the service quality sub-dimensions have a relationship with customer satisfaction. A better understanding of these factors should give management guidance as to what customers expect to receive at their restaurants.

To achieve the overall objective of the study, the three dimensions of the dining experience were investigated. These are service quality, food quality and ambience quality.

Service quality in FSRs was analysed by focusing on the service quality sub-dimensions: namely, empathy, assurance, reliability, responsiveness and tangibility. Firstly, expectations of service quality were measured by asking respondents to indicate which sub-dimension they considered the most important amongst the service quality sub-dimensions. Then customers were asked to give their perceptions regarding each of the items within each sub-dimension of the service quality at an FSR they recently visited.

Food quality in FSRs was analysed by focusing on the food quality sub-dimensions: namely, the presentation of the food, whether the dinner is value for money, whether the food appeals to their senses or if there is a wide variety of dishes on the menu. Similar to service quality, expectations of food quality were measured by asking respondents to indicate which sub-dimension they consider the most important amongst the food quality

sub-dimensions and to give their perceptions regarding each of the items within each sub-dimension of the food quality at an FSR they recently visited.

Ambience quality in FSRs was analysed by focusing on the ambience quality sub-dimensions: namely, spatial layout and functionality, ambient conditions and signs, symbols and artefacts. Similar to service and food quality, expectations of ambience quality were measured by asking respondents to indicate which sub-dimension they consider the most important amongst the ambience quality sub-dimensions and to give their perceptions regarding each of the items within each sub-dimension of the ambience quality at an FSR they recently visited.

The data gathered from these analyses made significant contributions towards understanding customers' expectations of the dining experience, as well as how they perceived actual dining experiences. It also contributes to a better understanding of factors within FSRs that are perceived to be important to customers. By understanding these customers' expectations and perceptions, FSRs are able to identify competitive advantages and provide superior service.

Respondents were also asked to indicate what their reasons were for visiting a specific FSR. The responses gathered made a significant contribution towards the knowledge of customers' decision-making processes and will in the future assist management of FSRs in setting up loyalty programmes to create more loyal customers. They should also improve FSRs' competitiveness within the industry.

Lastly, customer satisfaction of the FSRs was analysed. A satisfied customer will show return intentions, expectations will have been met or exceeded and the customer will tell friends and family about this FSR. This knowledge will help management assess whether the service performance gap is positive or negative and will in return also contribute towards a more successful service offering.

The primary and secondary objectives of the study were addressed by designing a questionnaire that obtained information on the above-mentioned elements that can be found within an FSR business environment.

The methodology used to obtain the data for this study was discussed in Chapter 5. The data collected were analysed by making use of descriptive and inferential statistics which are described in Chapter 6. Conclusions that can be made, based on the analyses contained in Chapter 6, are discussed in this chapter, followed by contributions that can be made to the South African Food and Beverage industry. In the next section, the conclusions and recommendations for this study will be described.

7.3 CONCLUSIONS OF THE RESEARCH ANALYSIS

This research study attempted to analyse the business environment of the Food Service Industry and, more specifically, FSRs (Full-Service Restaurants) in Gauteng. The aim was to gain a better understanding of the service delivery factors within FSRs which need to be considered with regard to perceptions and expectations of customers. This was achieved by measuring respondents' perceptions and expectations of the dimensions of the dining experience with regard to specific FSRs in Gauteng. The descriptive and inferential analyses that were conducted in Chapter 6 of the research dissertation will be summarised in the sections that follow, starting with the demographic profile of the respondents.

7.3.1 DEMOGRAPHIC PROFILE OF RESPONDENTS

The overall findings relating to the demographic profile of respondents can be summarised as in Table 7.1 below (refer to Section 6.2.1):

Table 7.1: Demographic profile of respondents

Demographic variable	Majority category	Category Percentage
Age	18 - 30	53%
Gender	Female	67%
Language	Afrikaans	82%
Level of education	Undergraduate Degrees	41%
	Honours Degrees	41%
Race	White	94%
LSM group	LSM 10	80%

As can be seen in Table 7.1, the major age group was 18-30 years (53%) and most of the respondents were white (94%) Afrikaans (82%) females (67%) in the LSM 10 segment (80%). Most respondents do have a tertiary education (81%).

The following section provides a summary of the descriptive analysis of the various factors that were analysed in terms of expectations and perceptions of the service quality, food quality, ambience quality, reasons for eating out and customer satisfaction.

The findings of the descriptive analysis conducted on the elements of the dining experience are depicted in Section 6.2 in Chapter 6. Each of the elements of the descriptive analysis will be discussed in the sections that follow.

7.3.2 CONCLUSIONS OF EXPECTATIONS OF SERVICE QUALITY, FOOD QUALITY AND AMBIENCE QUALITY

The main purpose of this section was to measure customers' expectations of the three dimensions of the dining experience. The results indicated that respondents regard employees who are professional as the most important aspect regarding their expectations of service quality (25%). Twenty three percent of the customers (23%) also regard employees that provide prompt service as the most important aspect. Value for money is the most important aspect to customers with regard to their expectations of food quality (43% of respondents) and the majority of the respondents (57%) indicated that the music and atmosphere is the most important aspect regarding their expectations of the ambience in restaurants. ***These findings indicate that FSRs should focus on professionalism, value for money offerings and the atmosphere that they create in the restaurants.***

7.3.3 PERCEPTIONS OF SERVICE QUALITY

In this section, the perceptions of customers were analysed according to the five SERVQUAL sub-dimensions: empathy, responsiveness, tangibility, reliability and assurance. The main findings on this topic conclude that respondents agreed that the full-service restaurants were satisfactory in these sub-dimensions of the dining experience. Most respondents were in agreement that staff greet customers pleasantly, but respondents felt that there was a lack of individual attention. Respondents were of the opinion that staff are willing to help customers, but they fail to draw attention to the specials. Staff are prompt and professional, but they do not have a good knowledge of the menu items. The respondents agreed that the tangible aspects of the FSRs are of good quality. The conclusions and recommendations of each of the sub-dimensions will be discussed below.

7.3.3.1 Perceptions of Empathy

According to the literature review (See Section 4.7.3.4), staff can show empathy by caring and individualised attention to customers. In a restaurant setting, it is important to make the customers feel as if they are receiving personal attention.

The main findings on this topic conclude that staff greet the customers pleasantly (98%). Just over half of the respondents (51%) were neutral or disagreed that the staff remember them. This can be due to high waiter turn-over or that customers do not often visit the same restaurant. Another reason can be that the study was done in a major city and hundreds of patrons visit the restaurants, which can make it difficult for staff to remember every customer that comes to their restaurant. More than a quarter of the respondents were neutral or disagreed that staff were caring and attentive (27.5%) and that the staff did secure a table for them (29.4%). Just over half of the respondents (51%) were neutral or disagreed that they received individual attention from the waiters. **These findings showed that, although staff greet the customers pleasantly, the respondents felt a lack of individual attention from the staff.**

The recommendation for FSRs in the Tshwane Metropolitan area is to invest time and money in training the staff to be more attentive to the individual needs of customers.

7.3.3.2 Perceptions of Responsiveness

According to the literature review (See Section 4.7.3.2), responsiveness refers to promptness and the willingness of staff to help customers. Important factors are the waiting time for service, the staff's attention to customers' problems and the knowledge that staff have to answer customers' questions.

The main findings on this topic conclude that most respondents were in agreement that staff are responsive to their needs. Most respondents were in agreement that waiters took

orders promptly (84.3%) and that the staff were willing to serve them quickly (74.5%). However, almost two thirds (68.6%) of the respondents were neutral or disagreed that staff drew their attention to the dishes that are on special. **These findings showed that staff are willing to help the customers and that they respond promptly, but they fail to draw attention to specials.**

The recommendation for FSRs in the Tshwane Metropolitan area is to place more focus on the specials, either by stand-up advertisements on the tables, or posters. A good idea might be to have a breast-pin for waiters stating: "Ask me about the special of the day." This will remind the waiter to tell the customers about the specials and also draw the customer's attention to the fact that the restaurant has specials. Another aspect that waiters always have to work on is the promptness of service. The waiting period between dishes can be reduced through constant communication with the customer, which will reduce the uncertainty regarding the service.

7.3.3.3 Perceptions of Assurance

According to the literature review (see Section 4.7.3.3), assurance is when the staff convey trust, knowledge and confidence when working with the customers. Assurance reduces the uncertainty regarding aspects of the dining experience.

The main findings on this topic conclude that the majority of respondents were in agreement that staff were friendly or courteous (92.2%), polite and understanding (84%) and that the food was served in a professional way (72.5%). However, the last percentage indicates that 27.5% of the respondents were neutral or in disagreement that the food was served in a professional way, which indicates the need to increase the professionalism of the service. One aspect of concern is that 21.6% of the respondents were in disagreement or neutral that waiters know menu items and could help them with the dishes. As the waiter is the link between the customer and the restaurant, the waiter should have knowledge of the ingredients in the dishes and the variety of dishes available.

A knowledgeable waiter will, for example, inform customers of allergens in dishes. **These findings showed that customers experienced the staff as polite and professional, but felt that they have a lack of knowledge about the dishes**.

The recommendation for FSRs in the Tshwane Metropolitan area is to include regular assessment of menu knowledge in their waiter-training programmes. Knowledge of the menu will increase the professionalism of the service and also assure customers that their waiters are knowledgeable. Another recommendation could be to include a large amount of information regarding dishes on the menu, such as the seasonal price, nutritional information and possible allergens.

7.3.3.4 Perceptions of Tangibility

According to the literature review (see Section 4.7.3.5), tangibility refers to the appearance of physical facilities, equipment, personnel and communication materials. Although the tangibles do not relate directly to the food or the service at an FSR, it has a major indirect impact on the way that customers experience the restaurant. Stained menus or dirty tables immediately send out a message of a lack of professionalism.

The main findings on this topic conclude that a high majority of the respondents were in agreement that the tangible aspects of the dining experience were of a high standard. 92.2% of respondents were in agreement that the staff were clean/neat and that the restaurant was tidy and 90.2% were in agreement that the staff were wearing proper attire and that the tables were clean. **These findings thus showed that customers experienced the tangible elements as satisfactory.**

Although the feedback from respondents was positive, FSRs must maintain high standards with regard to the tangibles of the dining experience. Staff inspections must be held regularly to ensure that they are wearing the correct attire and to ensure personal hygiene. The restaurant must be cleaned on a regular basis, with frequent inspections.

7.3.3.5 Perceptions of Reliability

According to the literature review (see Section 4.7.3.1), reliability refers to the ability of the staff to perform the service as promised in communication with customers. Important aspects include the accuracy of the bill and change, as well as whether the restaurant is always open during advertised business hours.

The main findings conclude that the respondents were in agreement that the bill provided was accurate (92.2%), that the correct change was provided (90.2%) and that the restaurant was open when they wanted to visit the restaurant (78.4%). One aspect of concern was that a quarter of the respondents (25.5%) were neutral or disagreed that the required food and beverage items were in stock. **These findings indicate that customers are satisfied with the billing process and the business hours, but that stock-outs are a concern.**

The recommendation for FSRs in the Tshwane Metropolitan area is to make sure that stock-outs are communicated to customers before orders are placed. This can be done by notice-boards in the restaurant indicating which menu items will not be available. These notice-boards should be updated as soon as an ingredient is out of stock, or almost out of stock. The waiter should also inform the customers in their welcoming message. Another recommendation is to clearly communicate the operating hours of the restaurant in notices outside the restaurant or on advertisements and on their website, in order to avoid disappointment.

7.3.4 PERCEPTIONS OF FOOD QUALITY

In this section, the perceptions of customers were analysed regarding the four sub-dimensions of food quality: the presentation of the food, the attributes of the food, the variety of menu items available and value for money. The main findings on this topic conclude that respondents agree that the presentation of the food and the sensory

attributes were satisfactory. Respondents did, however, not agree that the temperature of the food was satisfactory. Respondents were in agreement that there was a good variety of menu items available and felt that overall the dinner was of good value. Respondents did not agree or were neutral that the prices of beverages were satisfactory. The conclusions and recommendations of each of the sub-dimensions will be discussed below.

7.3.4.1 Perceptions of Presentation of the food

According to the literature review (see Section 4.4.2.1), the presentation of the food is the visual appeal of the dishes. The presentation of food is important as “one first eats with the eyes”. If a dish does not look appetising, the customer will be negative towards the dish before even tasting it.

The main findings conclude that (i) the food was well presented (88.2% agreement), (ii) the plate was appropriate for the dish (94.1% agreement) and (iii) the colour of the food was appropriate (92.2% agreement). **These findings indicate that customers agree that the presentation of the food was satisfactory.** *Although the feedback from the respondents is positive, it can be recommended that food must be presented in a way that is both visually appealing and appetising.*

7.3.4.2 Perceptions of Sensory attributes of the food

In the literature review (see Section 4.4.2.2), it was indicated that the sensory attributes of the food relate directly to how the customer experiences the food. All of the senses are used to evaluate a dish. The three senses that are of interest are smell, taste and touch. Food must have a good aroma, taste well and must be the appropriate temperature.

The main findings conclude that more than 88% of the respondents were in agreement that the sensory attributes of the food measured were satisfactory. However, in the case of the temperature of the food, 11.8% of the respondents were neutral or in disagreement that the temperature was good. This may be due to various factors, such as a very busy restaurant or inefficient cooling or heating equipment. **These findings indicate that except for the temperature of the food, customers were generally in agreement regarding the other sensory attributes of the food.**

The recommendation for FSRs in the Tshwane Metropolitan area is to decrease the amount of time between the dish being prepared and being served. This relates to the promptness of the waiters. Another recommendation could be to have extra equipment where food can be kept warm before it is served to the customer.

7.3.4.3 Perceptions of the Variety of menu items available

According to the literature review (see Section 4.4.2.3), the variety of the menu items refers to the selection of foods and cooking methods available. The findings indicate that the respondents were in agreement that there was (i) a good variety of dishes on the menu (94%) (ii) a variety of beverages on the menu (86.3%) and (iii) a good selection of condiments available at the restaurant (82.4%). **These findings indicate that customers are satisfied with the variety of menu items available.**

Although the feedback from the respondents is positive, it can be recommended that FSRs in the Tshwane Metropolitan area keep up with the current trends in the Food and Beverage Industry. The menu should be updated periodically to include healthier options and seasonal items that can attract more customers.

7.3.4.4 Perceptions of Value for money

The literature review (see Section 4.4.2.4) indicated that value for money is the overall assessment of an FSR based on perceptions and information given. Important aspects are the portion sizes of the food and drinks and the prices charged.

The main findings conclude that above 88% of the respondents were in agreement that the portions of the food were good, the portion sizes of the drinks were good, that the price of the food was reasonable and the dinner was overall of good value. One finding of interest was that 23.5% of respondents were in disagreement or neutral regarding the price of beverages, indicating that these respondents feel that the beverages are priced too high. **These findings indicate that respondents feel that overall the dinner was of good value, but that the prices of beverages are too high.**

The recommendation for FSRs in the Tshwane Metropolitan area is to manage the perception that customers have regarding the price of beverages. Examples of pricing strategies that can be followed:

- *Price anchoring – an example could be to place the house wine right next to the most expensive wine on the menu. Due to the cognitive bias, customers will perceive the house wine to be much cheaper due to the high price of the expensive wine. Once the customer has something to compare the price to, it seems lower in comparison.*
- *Product bundling – an example could be to sell drinks together with a meal as a package. For instance: "Buy the 500g steak and get a beer for free!" Recommendations could be made on a suitable glass of wine or beer that can be paired with the meal and offered on a discounted package price. When the price of the food and beverage are combined, the customer will not judge the price of the beverage on its own, and it will not seem as expensive as a package with the food.*

- *Odd prices – FSRs could price a product at R29.99 rather than R30.00, as it will seem less expensive.*

7.3.5 PERCEPTIONS OF AMBIENCE QUALITY

In this section, the perceptions of customers were analysed regarding the three sub-dimensions of ambience quality: ambient conditions, signs, symbols and artefacts and the spatial layout and functionality of the FSR. The main findings on this topic conclude that respondents agreed that the ambient conditions of the FSRs were satisfactory, but that the music was too loud or too soft in some instances. Respondents also agree that the symbols and artefacts and spatial layout and functionality were satisfactory, but that there was not sufficient signage. The conclusions and recommendations of each of the sub-dimensions will be discussed below.

7.3.5.1 Perceptions of Ambient conditions

According to the literature review (see Section 4.5.2.1), there are several factors that influence ambient conditions such as music, noise, interior décor, odours, lighting and temperature. These ambient conditions affect how people feel during the dining experience. The more relaxed the atmosphere is, the more relaxed customers will feel.

The main findings conclude that the majority of the respondents (above 82%) were in agreement that most of the ambient conditions measured were satisfactory. However, the element that was rated the lowest among the four ambient conditions was that the music was not too loud or too soft, as only 78.4% of the respondents agreed to this statement. **These findings show that respondents agree that the ambient conditions of the FSRs were satisfactory, but that the music was too loud or too soft in some instances.**

The recommendation for FSRs in the Tshwane Metropolitan area is to make sure that the type of music and the volume of the music suit the atmosphere of the restaurant and appeal to the types of customers that visit the restaurant.

7.3.5.2 Perceptions of Signs, symbols and artefacts

The literature review (see Section 4.5.1.1) indicates that signs are necessary to direct customers to certain destinations such as the restrooms, as well as to communicate certain messages such as non-smoking signs, exits and promotions.

The main findings conclude that the respondents were in agreement that the tableware was in good condition (84.3%), that the design of the menu was appealing (84.3%) and that the linen was in good condition (88.2%). They also agreed that the furnishings were in good condition (78.4%) and that table decorations were in good taste (80.4%). Of interest was that almost 30% (27.5%) of the respondents felt that there were not sufficient signs in the restaurant. **These findings indicate that respondents agreed that the symbols and artefacts were satisfactory, but felt that there was not sufficient signage.**

The recommendation for FSRs in the Tshwane Metropolitan area is to improve the signage of the restaurant to ensure better communication with the customer.

7.3.5.3 Perceptions of Spatial layout and functionality

According to the literature review (see Section 4.5.2.2), spatial layout refers to the way in which the restaurant is arranged. Functionality refers to the way in which the restaurant is designed in order to facilitate the way that the customers and employees move and interact, and in the end how to accommodate the customer in most comfort.

The main findings conclude that more than 80% of the respondents were in agreement that the spatial layout and functionality items measured were satisfactory. Of interest is that 21.6% of the respondents were neutral or in disagreement that there is good signage to indicate the entrance and exit of the restaurant. **These findings indicate that respondents agreed that the spatial layout and functionality were satisfactory, but that there was not necessarily sufficient signage.**

Once again, the recommendation for FSRs in the Tshwane Metropolitan area is to improve the signage of the restaurant to ensure better communication with the customer.

7.3.6 CONCLUSIONS OF CUSTOMER SATISFACTION

The customer's satisfaction with the dining experience refers to his/her intention to return to the specific restaurant, his/her loyalty to the restaurant and his/her willingness to advertise through word-of-mouth.

The main findings conclude that respondents were satisfied overall with the dining experience. 88.2% of the respondents were in agreement that they were satisfied with the specific restaurant, that their expectations were met and that they are very likely to return to the restaurant. Only 70.6% of the respondents were in agreement that their expectations were exceeded, which indicates that in almost 30% of the cases the expectations of the service were not exceeded. However, 90.2% of the respondents were in agreement that they would recommend the restaurant to their friends**. These results indicate that respondents were satisfied overall with the dining experience of a specific restaurant.** *Although the feedback from the respondents is positive, it can be recommended that FSRs continue to focus on the needs and wants of their customer base to ensure customer satisfaction, return behaviour and positive word of mouth.*

7.3.7 CONCLUSIONS OF MOTIVATIONS FOR EATING OUT

In this section, the respondents' motivations to visit restaurants were analysed in order to gain more insight as to why customers visit one restaurant rather than eating at home or visiting another restaurant.

The main findings conclude that the major motive for eating out is high food quality (64.7%). This indicates that, even if customers have to drive far to a restaurant, or if the prices are high, they will visit a restaurant whose food is of high standard. Other major reasons for visiting a restaurant are that the customer has been there before (37.4%), good service (35.3%) and a good atmosphere (33.3%). **These findings indicate that the major motivations for eating out refer to loyalty to one restaurant as well as the three elements of the dining experience – service quality, food quality and ambience quality**.

The recommendation for FSRs in the Tshwane Metropolitan area is to keep the focus on the elementary aspect of the dining experience – the food. High quality food could overshadow any service mistakes that could be made. Another recommendation is to focus on loyalty programmes to reward frequent customers. It is much cheaper to keep an existing customer happy than to attract new customers, which indicates the need to meet customers' needs in such a way that they keep on returning to the specific FSR.

7.3.8 MEAN SCORES PER DEMOGRAPHICAL CHARACTERISTIC

Factor-based scores were calculated for each dimension as the mean score of the variables included in each factor for each respondent. The results, as reported in Section 6.4, are summarised in the following sections.

7.3.8.1 Means of Service quality

The main findings conclude that the majority of the respondents were in agreement regarding the service quality sub-dimensions, as most of the means are above 3.5, except for empathy – individual attention. The reason for this may be that customers want to receive personalised attention from the staff. Some interesting findings include:

- **The over-60 group has an overall higher rating of the statements**, as all of the means are above 4, which may indicate that they are less critical regarding the service aspect.
- **Overall, males are less critical than females** when analysing service quality sub-dimensions, as the males' means are higher overall than those for females.
- **Race groups differ in the way they evaluate service quality sub-dimensions**. Black respondents are more agreeable with the empathy statements and responsiveness, while white respondents tend to agree more with tangibility (mean = 4.4) and assurance sub-dimensions (mean = 4.2) and coloured respondents agree more with statements regarding reliability (mean = 4.5).

7.3.8.2 Means of Food quality

The main findings conclude that the majority of the respondents were in agreement regarding the food quality sub-dimensions, as most of the means are above 4. Some interesting findings include:

- **Age groups differ in the way they evaluate food quality sub-dimensions**. The over-60 age group are more agreeable with regards to the sensory dimension (mean = 4.6) and menu variety sub-dimension (mean = 4.4), whereas the 18-30 age group are more agreeable with the value of food sub-dimension (mean = 4.2) than the other age groups.

- **Males and females do not differ when it comes to evaluation of the quality of food**.
- **Race groups differ in the way they evaluate food quality sub-dimensions.** The coloured respondents are not very critical when it comes to food quality, as most of the means for this group are above 4.6. White respondents are agreeable overall regarding the food quality statements, with all of the means above 4.0. Black respondents are also mostly agreeable towards food quality statements, except for value of food, which had a mean of 3.5. This might indicate that black respondents felt the food and beverage portions were not large enough for the price paid for the food.

7.3.8.3 Means of Ambience quality

The main findings conclude that the majority of the respondents were in agreement regarding the ambience quality sub-dimensions, as all of the means are above 3. Some interesting findings include:

- All of the groups mostly agree with ambience quality statements, as all of the means are above 4.0. The most important result to note is that **the youngest age group (18-30) did not agree with the statements regarding the ergonomics and functionality at all (mean of 2.2)**. The statements refer to the size of the parking lot, the distance of the parking lot from the restaurant and how safe respondents feel in the area where the restaurant is located. These results highlight the fact that the young respondents might not feel safe in restaurants in the Tshwane Metropolitan area. They could also be of the opinion that there is not enough parking space close to restaurants.
- **Males are more agreeable towards ambience quality sub-dimensions than females**, as the means for males are higher than those for females.
- **There is a difference in the way that race groups evaluate ambience quality.** White respondents have a higher mean for sensory dimensions (4.2), while black

respondents tend to be more agreeable towards statements regarding overall appearance (mean 4.8) and signs, symbols and artefacts (mean 4.8). Coloured respondents tend to be more agreeable towards the ergonomics and functionality of the restaurant (mean 4.5) and the accessibility (mean 4.3) than the other groups.

The recommendation for FSRs in the Tshwane Metropolitan area is to focus their marketing efforts towards the groups that were more agreeable towards the statements. These groups are customers over 60, males and black customers. The reason for this is that these groups are less critical when evaluating the dining dimensions and will be easier to satisfy. An assumption can be made that they are also less price-sensitive and that they will be more prone to return behaviour.

The following section provides a summary of the inferential analysis of the various factors that were analysed.

7.3.9 CONCLUSIONS OF THE RELATIONSHIP BETWEEN SERVICE QUALITY SUB-DIMENSIONS AND CUSTOMER SATISFACTION

The relationship between the service quality sub-dimensions and customer satisfaction, as reported in Section 6.5.1, is summarised below. The Pearson correlation coefficient was calculated for each pair of variables and tested for statistical significance.

All the correlation coefficients were above 0.75 and statistically significant at a 1% level of significance. **This finding indicates a very strong relationship between each of the service quality sub-dimensions and customer satisfaction.** Therefore, it can be concluded that when the service quality aspects are at a satisfactory level, the customer will be satisfied overall with the experience. This is a very important aspect, as the aim of any business is to satisfy the needs of the customer in order to get their business in return.

The recommendation for FSRs in the Tshwane Metropolitan area is to improve each sub-dimension of service quality, as recommended in Section 7.3, in order to gain maximum satisfaction and, ultimately , maximum profit.

7.3.10 CONCLUSIONS OF RELATIONSHIPS BETWEEN CUSTOMER EXPECTATIONS AND DEMOGRAPHICAL CHARACTERISTICS

The Fischer exact test, Cramer's V as a measure of association and Pearson Chi Square tests were used to determine whether a statistical association exists between the categories of the demographic variables and the expectations that customers have regarding the dining experience. The main findings for each dimension are summarised below.

- The results indicated that **no statistically-significant association** exists, at the 5% level of significance, between service quality expectations and age, gender, language, race, level of education and LSM groups.
- The results indicated that **no statistically-significant association** exists, at the 5% level of significance, between food quality expectations and age, gender, language, level of education and LSM groups.
- The results indicated that **a statistically-significant association** exists, at the 5% level of significance, between **food quality expectations and race** (V= 0.349, p = 0.053).
- The results indicated that **no statistically-significant association** exists, at the 5% level of significance, between ambience quality expectations and age, gender, language, race, level of education and LSM groups.

From the above results, it can be concluded that only one statistically-significant association exists: namely, between food quality expectations and race. *Therefore FSRs should take note of this association when engaging in strategic planning. Marketing*

efforts can be directed to black customers (as these customers are more agreeable towards statements of the dining experience, as mentioned in previous sections).

7.3.11 CONCLUSIONS OF DIFFERENCES BETWEEN DEMOGRAPHICAL GROUPS WITH REGARD TO THE DIMENSIONS OF THE DINING EXPERIENCE

The Mann-Whitney test and the Kruskal-Wallis test were used to test the relationship between the dimensions of the dining experience and demographic groups, as reported in Section 6.6.3. The main findings are summarised in the following sections.

7.3.11.1 Differences between demographical groups with regard to Service Quality

With regard to age, race, gender, language and education groups, no statistical differences were found with regard to the service quality sub-dimensions. However, between the LSM 9 and LSM10 groups a statistically-significant difference was found with regard to the tangibility sub-dimension.

The mean ranks further indicate that:

- The over-60 group tend to agree more with regard to responsiveness, humanic clues and individual attention.
- Males tend to agree more than females regarding all the service quality sub-dimensions, as all of the mean ranks are higher for males than for females.
- English respondents tend to agree more regarding service quality, as the mean ranks for the English respondents are higher than those for Afrikaans respondents.
- Respondents with an undergraduate degree or less tend to agree more regarding service quality than respondents with postgraduate degrees.

- LSM 9 group tends to agree more with the statement of tangibility than the LSM 10 group.
- LSM 10 group tends to agree more with both the empathy statements than the LSM 9 group.

From the above results, it can be concluded that **only one statistical difference exists: namely, between the LSM 9 and LSM 10 groups and this relates to their perception of tangibility. The tangibles are more important to the LSM 9 group, whereas the empathy sub-dimension is more important to LSM 10 customers**. *Management of FSRs should keep this in mind when designing the market offering. If the focus is on LSM 9, more effort must be made to improve the appearance of the restaurant and staff, but if the focus is on LSM 10, more effort should be made to create a personalised service for each customer*.

7.3.11.2 Differences between demographical groups with regard to Food Quality

With regard to age, race, gender, language and education groups, no statistical differences were found with regard to the food quality sub-dimensions. However, between the LSM 9 and LSM 10 groups a statistically-significant difference was found with regard to the presentation sub-dimension.

The mean ranks further indicate that:

- The over-60 group has a much higher mean rank for sensory attributes than the other two groups. This indicates that the older age group tend to agree more when assessing the sensory attributes of a restaurant than the younger groups.
- Males tended to agree more with the statements regarding value of food than women.

- Afrikaans respondents tend to agree more with statements regarding menu variety than English respondents.
- English respondents tend to agree more with statements regarding food quality than Afrikaans respondents.
- LSM 9 respondents tend to agree more with statements regarding food quality than LSM 10 respondents. This may indicate that LSM 9 respondents are less critical when evaluating food quality than LSM 10 respondents.

From the above results, it can be concluded that **only one statistical difference exists between the LSM 9 and LSM 10 groups and this refers to their perception of presentation of food.** The presentation of food is more important to the LSM 9 group than for the LSM 10 group. *Management of FSRs should keep this in mind when designing the market offering.*

7.3.11.3 Conclusions of differences between demographical groups with regard to Ambience Quality

With regard to age, race, gender, language and education groups, no statistical differences were found with regard to the ambience quality sub-dimensions. However, between respondents with an undergraduate degree and respondents with a postgraduate degree, a statistical difference was found with regard to the dining environment sub-dimension. Also, between the LSM 9 and LSM 10 groups, a statistically-significant difference was found with regard to the accessibility sub-dimension.

The mean ranks further indicate that:

- The over-60 group has a much higher mean rank for the sub-dimension of ergonomics and functionality. This may indicate that older respondents tend to agree more than the younger groups when evaluating the ergonomics and functionality.
- Males tend to agree more with all statements regarding ambience quality, except for the ambient conditions: sensory sub-dimensions, where females have a higher mean rank than males.
- English respondents tend to agree more with all statements regarding ambience quality, as they have higher mean ranks than Afrikaans respondents.
- Respondents with a postgraduate degree have a mean rank for ergonomics and functionality that is much higher than that for respondents with an undergraduate degree or less.
- The LSM 9 group has much higher mean values regarding all ambience quality sub-dimensions than the LSM 10 group.

From the above results, it can be concluded that **three statistical differences exist: between males and females regarding the sensory dimension, between respondents with an undergraduate degree and respondents with a postgraduate degree regarding their perception of the ergonomics and functionality sub-dimension and between LSM 9 respondents and LSM 10 respondents regarding their perception of the accessibility sub-dimension. The more critical groups are females, postgraduates and LSM 10 customers. They tend to agree less with the sub-dimensions of ambience quality than their opposing groups.** *Management of FSRs should keep this in mind when designing the market offering. They can, for instance, play more music that females like and make sure that the area outside is safe by hiring the services of a security company.*

7.3.12 CONCLUSIONS OF DIFFERENCES BETWEEN DEMOGRAPHICAL GROUPS WITH REGARD TO CUSTOMER SATISFACTION

The Mann-Whitney test and the Kruskal-Wallis test were used to test for differences between demographic groups with regard to customer satisfaction, as reported in Section 6.6.3. The main findings are summarised below. With regard to age groups, gender, language and education, no statistical differences were found with regard to the customer satisfaction.

The mean ranks further indicate that:

- The middle-aged group (31-60) tends to agree more with statements regarding customer satisfaction than the other groups.
- The mean rank is higher for males than for females indicating that males tend to agree more with the customer satisfaction statements.
- English respondents tend to agree more with statements regarding customer satisfaction than Afrikaans respondents.
- Respondents with an undergraduate degree or less tend to agree more with the customer satisfaction statements than respondents with postgraduate degrees.
- LSM 9 respondents tend to agree more with regard to satisfaction with service delivery at FSRs than LSM 10 respondents.

From the above results, it can be concluded that **no statistical differences exist between demographic groups regarding customer satisfaction. The groups that are more easily satisfied are people who are aged 31-60, males, those who speak English as their first language, have an undergraduate degree or less and are LSM 9 group.** *Management of FSRs in the Tshwane Metropolitan area can aim marketing efforts towards these groups, as they are less critical of the dining experience.*

7.4 SYNCHRONISATION OF RESEARCH OBJECTIVES WITH THE FINDINGS OF THE STUDY

In Table 7.2 on the next page, all the research objectives of this study as stated in Chapter 1 are shown in the first column and related main findings are shown in the second column, with recommendations in the third column.

Table 7.2: Substantiation of research findings

Objectives	Main Findings	Recommendations
To determine the expectations of the dimensions of the dining experience perceived to be important by customers in FSRs.	• Professional employees is the most important aspect regarding the customers' expectations of the service quality in restaurants. • Value for money is the most important aspect regarding the customers' expectations of the food • Music and atmosphere are the most important aspects regarding expectations of the ambience quality in restaurants.	FSRs should focus on professionalism, value for money offerings and the atmosphere that they create in the restaurants.
To determine customers' perceptions of the service quality received in a specific FSR.	• Most respondents were in agreement that staff greeted customers pleasantly, but respondents felt a lack of individual attention. • Staff were willing to help customers, but they failed to draw attention to the specials. • Staff were prompt and professional, but they did not have a good knowledge of the menu items. • The respondents agreed that the tangible aspects of the FSRs were of good quality.	• Invest time and money in training the staff to be more attentive to the individual needs of customers. • Place more focus on the specials. • Include regular assessment of menu knowledge in waiter-training programmes. • Maintain high standards with regards to the hygiene of the restaurant and staff. • Stock-outs must be communicated to customers before orders are placed. • Clearly communicate the operating hours of the restaurant.

To determine customers' perceptions of the food quality received in a specific FSR.	• Respondents agreed that the presentation of the food and the sensory attributes are satisfactory, but the temperature of the food was not satisfactory. • Respondents were in agreement with the variety of menu items available. • Respondents agreed that overall the dinner was of good value, except for the prices of beverages.	• Decrease the amount of time between the dish being prepared and being served. • The menu should be updated periodically to include healthier options and seasonal items that can attract more customers. • Manage the perception that customers have regarding the price of beverages by using strategies such as price anchoring, product bundling and odd prices.
To determine customers' perceptions of the ambience quality received in a specific FSR.	• Respondents agreed that the ambient conditions of the FSRs were satisfactory, but felt that the music was too loud or too soft in some instances. • Respondents agreed that the symbols, artefacts and spatial layout and functionality were satisfactory, but felt that there was not sufficient signage.	• Choose music and the volume of the music that suits the atmosphere of the restaurant and that appeals to the type of customers that visit the restaurant. • Improve the signage of the restaurant to ensure better communication with the customer.
To determine if a relationship exists between the service quality sub-dimensions and customer satisfaction.	• The findings indicated a very strong relationship (correlation coefficients above 0.75) between each of the service quality sub-dimensions and customer satisfaction.	• Improve each sub-dimension of service quality, as recommended in Section 7.3, in order to gain maximum satisfaction and at the end of the day - maximum profit.
To investigate the behaviours of customers in different demographic groups.	• Three statistical differences exist: between males and females regarding the sensory dimension, between respondents with an undergraduate degree and respondents with a postgraduate degree regarding their perception of the ergonomics and functionality sub-dimension and between LSM 9 respondents and LSM 10 respondents regarding their perception of the accessibility sub-dimension.	• Improve the appearance of the restaurant and staff. • Create a personalised service for each customer. • Play music that females would like. • Hire the services of a security company. • Direct marketing efforts can be directed to the following groups: English-speaking customers, black customers, lower LSMs, older customers and customers with an undergraduate degree or less.

The table above is a summary of all the research objectives of this study, together with the specific research findings and recommendations. In the following section, the limitations of the study will be considered.

7.5 LIMITATIONS OF THE STUDY

Although this study does provide a unique insight into dimensions of the dining experience, some limitations have to be highlighted.

- The target population of this study was employees at a tertiary academic institution in the Pretoria region. A broader population might give more insight regarding the behaviour of LSM 9 and 10 customers.
- The possibility of bias and the small number of actual respondents is a limitation of the study, as only 51 respondents completed the survey.
- The results of this study are limited to FSRs in Pretoria and cannot be extrapolated to apply to all the FSRs in South Africa.
- The study only focused on the actual service of the Food Service Provider, and not on ancillary services (such as the bathroom and internet facilities).
- Individual differences and external factors are not addressed, but can provide meaningful information in future studies.
- The respondent base can be further clarified and narrowed.

7.6 RECOMMENDATIONS FOR FUTURE RESEARCH

Bearing in mind the research scope of this study and the results attained, suggestions for further research include the following:

- As this study is about the dining experience of customers at FSRs in Pretoria, it is suggested that the same research could be conducted in the whole of the Tshwane Metropolitan area or other provinces in South Africa.

- Another recommendation is to compare the dining experience of LSM 9 and 10 customers to the dining experience of lower LSM customers.
- It is suggested that a GAPS analysis can be conducted by doing a study before the dining experience and after the dining experience and comparing the outcomes.
- Another suggestion could be to determine the effect of the dining experience dimensions on customer satisfaction.
- A screening question can be included in the questionnaire to eliminate respondents who are not part of the required sample.
- A question can be included in the questionnaire regarding frequency of dining out.
- Marital status can be considered for inclusion in the questionnaire.

The discussion above was aimed at identifying the suggestions for further research, based on the understandings, findings and conclusions formulated in this research dissertation.

7.7 CONCLUSION

The overall aim of the research was to analyse the dining experience of customers at FSRs. The aim was to gain a better understanding of the dimensions within the dining experience and to understand what is important to customers. It can be concluded that the research study succeeded in its objectives and that the study successfully analysed the dining experience of customers at FSRs.

Furthermore, the research has led to a better understanding of the unique needs of customers when it comes to the different elements within the dining experience. This information can be utilised by the management of FSRs when planning the dining experience. It was found that employee professionalism, value for money and the atmosphere in the restaurant are some of the most important considerations when it comes to the expectations of the dining experience. It was also found that demographic groups differ in the way that they evaluate the dining experience. Overall, males tend to be less critical than women, LSM 9 respondents are less critical than LSM 10 respondents and respondents with an undergraduate degree or less are less critical than respondents with a postgraduate degree. Management must work on pricing strategies, waiter training and the

communication between the restaurant and the customer. By incorporating the above-mentioned elements within their strategic management plans, FSRs should be able to meet customer needs and focus on the bottom-line, ensuring a satisfied customer and a competitive offering.

REFERENCES

Aaker, D.A., Kumar, V. & Day, G.S. 2007. Marketing Research. South Africa: Wiley.

Andrews, R.L., Brusco, M.J. & Currim, I.S. 2010. Amalgamation of Partitions From Multiple Segmentation Bases: A Comparison Of Non-Model-Based And Model-Based Methods. *European Journal of Operational Research*, 201, 608–618.

Bitner, M., Zeithaml, V.A. & Gremler, D.D. 2010. *Technology's Impact on the Gaps Model of Service Quality*. [Online] Available at: http://www.gremler.net/personal/research/2010_Technology_in_Services_in_IBM_Handbook.pdf. [Downloaded: 20 May 2013].

Breheny, M., Stephens, C., Mansvelt, J. & Horrell, B. 2010. Developing a Measure of Living Standards for Elders in New Zealand. [Online] Available at: http://www.massey.ac.nz/massey/fms/Colleges/College%20of%20Humanities%20and%20Social%20Sciences/Psychology/HART/publications/Living_Standards_for_Elders_breheny.pdf?7F9DFC643EBF0A4D546C0C0F3F1250B5. [Downloaded: 20 May 2013].

Brown, A. 2004. *Understanding Food Principles and Preparation*. 2nd ed. Belmont: Wadsworth.

Brumberg, B., Cooper, D.R. & Schindler, P.S. 2005. Business Research Methods. South Africa: McGraw-Hill.

Business Dictionary. 2014. Benefit segmentation. [Online] Available at: http://www.businessdictionary.com/definition/benefit-segmentation.html#ixzz3KB5qS9xb. [Accessed 20 October 2014].

Cao, Y., Townsend, K. & Daniel, P. 2010. *Service Quality Comparison of Franchising and Licensing Units within the Same Brand from the Customer Perspective*. [Online] Available at: http://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1166&context=gradconf_hospitality&sei-redir=1&referer=http%3A%2F%2Fscholar.google.co.za. [Accessed: 13 June 2013].

Chang, J. 2009. Taiwanese Tourists' Perceptions of Service Quality on Outbound Guided Package Tours: A Qualitative Examination of the SERVQUAL Dimensions. *Journal of Vacation Marketing*, 15(2), 165.

Chen, J., Lee, C.H. & Huan, T.C. 2010. Market Segmentation Study of Taiwanese Outbound Independent Travellers. *International Journal of Asian Tourism Management*, 1(1), 38-47.

Choi, S. & Ok, C. 2010. The Kano's method: Evaluation of service restaurant attributes and their contribution to the mature customers' satisfaction.

Cooper, D.R.I & Schindler, P.S. 2008. *Business research methods.* 10th ed. New York: McGraw-Hill.

Davis, B., Lockwood, A., Pantelidis, I.S. & Alcott, P. 2008. *Food and Beverage Management*. Burlington: Elsevier.

Department of Basic Education. 2014. Education Statistics in South Africa: 2012. [Online] Available at: http://www.education.gov.za/EMIS/StatisticalPublications/tabid/462/Default.aspx. [Accessed: 15 November 2014].

Diaz, D. 2001. The viability and sustainability of international tourism in developing countries. Symposium on Tourism Services, Geneva: World Trade Organisation, February 22-23. [Online] Available at: www.wto.org/english/Tratop_e/serv_e/diaz.doc. [Accessed: 5 November 2014].

Du Plessis, P.J. & Rousseau, G.G. 2003. *Buyer Behaviour – A Multicultural approach*. 3rd ed. Halfway House: International Thompson Publishing.

Durvasula, S., Lyonski, S. & Subbash, C.M. 2005. Service Encounters: The Missing Link Between Service Quality Perceptions and Satisfaction. *The Journal of Applied Business Research*, 21(5):15-20.

Eastham, J.F., Sharples, L. & Ball, S. (eds). 2001. *Food Supply Chain Management: Issues for the Hospitality and Retail Sector*. Reed Educational and Professional Publishing.

Eliwa, R.A. 2006. *A study of customer loyalty and the image of the fine dining restaurant.* Dissertation (Master's of Science), Oklahoma State University.

Erasmus, B.J., Strydom, J.W. & Rudansky-Kloppers, S. 2013. *Introduction to Business Management*. 9th ed. Cape Town: Oxford University Press.

Euromonitor International. 2005. [Online] Available at: http://www.euromonitor.com. [Accessed: 6 April 2012].

Euromonitor International. 2011. *Consumer Food service in South Africa* [Online] Available at: http://www.euromonitor.com/consumer-foodservice-in-south-africa/report. [Accessed: 6 September 2012].

Euromonitor International. 2014. *Global Consumer Trends 2013* [Online] Available at: http://www.euromonitor.com/global-consumer-trends-summary-of-2013-survey results/report. [Accessed: 30 June 2014].

Exhibitions Africa. 2012. *Foodbiz Africa* [Online] Available at: http://www.exhibitionsafrica.com/index.php/browse-exhibitions-by-industry/food-and-beverage/foodbizafrica/. [Accessed: 6 September 2012].

Food Stuff SA. 2014. Middle-class South Africa: Fat, lazy and unmotivated. [Online] Available at: http://www.foodstuffsa.co.za/news-stuff/latest-sa-news/3806-middle-class-south-africa-fat-lazy-and-unmotivated. [Accessed: 13 November 2014].

González, M.E.A., Comesaña, L.R. & Brea, J.A.F. 2007. Assessing Tourist Behavioral Intentions through Perceived Service Quality and Customer Satisfaction. *Journal of Business Research,* 60(2), 153-160.

Han, H., Back, K. & Barrett, B. 2010. A Consumption Emotion Measurement Development: A Full-Service Restaurant Setting. *The Service Industries Journal*, 30(2), 299–320.

Hang, H. & Bradley, G. 2002. Measuring the Performance of IT Services: An Assessment of SERVQUAL. *International Journal of Accounting Information Systems*, 3, 151-164.

Haupt, P. 2010. Living Standards Measure. [Online] Available at: htttp://www.saarf.co.za. [Accessed: 2 February 2012].

Higgs, N.T. 2008. *The role of race in the South African research landscape*. [Online] Available at: http://www.researchsurveys.co.za/news-centre/pdf/RoleofRace-2Apr08pdf. [Accessed: 12 June 2011].

Hutchinson, J., Lai, F. & Wang, Y. 2009. Understanding the Relationships of Quality, Value, Equity, Satisfaction and Behavioral Intentions among Golf Travellers. *Tourism Management,* 30, 298-308.

IRS. 2014. Food Industry Overview - Complete Version. [Online] Available at: http://www.irs.gov/Businesses/Food-Industry-Overview---Complete-Version#3. [Accessed: 5 November 2014].

IUF. 2007. Rising Commodity Prices & Food Production: The Impact on Food & Beverage Workers. International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations: December 2007.

Juwaheer, T.D. 2007. Using Service Quality Expectations as a Criterion to Segment International Tourists in the Hospitality Industry: An Outlook on Hotels in Mauritius. *Journal of Travel and Tourism Marketing*, 21(2), 1-18.

Kandampully, J., Mok, C. & Sparks, B. 2001. *Service Quality Management in Hospitality, Tourism & Leisure*. New York: The Haworth Hospitality Press.

Kasapila, W. 2006. *Young adults' satisfaction regarding their dining experience in casual dining restaurants in Hatfield*, Pretoria. Dissertation (Master's in Food Science). University of Pretoria.

Kattara, H.S., Weheba, D. & El-Said, O.A. 2008. The Impact of Employee Behaviour on Customers' Service Quality Perceptions and Overall Satisfaction. *Tourism and Hospitality Research*, 8 (4), 309-323.

Kim, W. & Han, H. 2008. Determinants of Restaurant Customers' Loyalty Intentions: A Mediating Effect of Relationship Quality. *Journal of Quality Assurance in Hospitality & Tourism*, 9(3), 219-239.

Kim, W.G., Ng, C.Y.N. & Kim, Y. 2009. Influence of Institutional DINESERV on Customer Satisfaction, Return Intention and Word-Of-Mouth. *International Journal of Hospitality Management,* 28(1), 10-17.

Kotler, P., Bowen, J.T., & Makens, J.C. 2005. *Marketing For Hospitality and Tourism*. 4th ed. New Jersey: Pearson Education.

Kumar, S.A., Mahalingam & S. Vanjikovan, M. 2010. An Empirical Study: Influence Of Service Quality On Attitudinal Loyalty. *Retail Banking Snr Management Digest*, 8: 195-204.

Labour Guide. 2014. *The Consumer Protection Act Your Guide to Consumer Rights & How to Protect Them*. [Online] Available at: http://www.labourguide.co.za/consumer-protection/1170-the-consumer-protection-act-your-guide-to-consumer-rights-a-how-to-protect-them. [Accessed: 12 November 2014].

Lamb, C., Hair, J. & McDaniel, C. 2008. Marketing, 3rd ed. South Africa: Cengage Learning.

Lee, K., Hwang, J. & Choi, Y. 2010. *Non-Resident Customer Based On Service Quality In The Restaurant Business Using Cart Methodology*. International CHRIE Conference-Refereed Track. Paper 6.

Lee, Y., Park, H., Park, D., Lee, K.A. & Kwon, Y. 2005. The Relative Impact of Service Quality on Service Value, Customer Satisfaction, and Customer Loyalty in Korean Family Restaurant Context. *International Journal of Hospitality and Tourism Administration*, 6(1), 27-51.

Macchiette, B. & Roy, A. 2001. *Taking sides: Clashing views on Controversial Issues in Marketing*. Connecticut; McGraw-Hill

Manwa, H. 2011. Do Botswana's restaurants meet customers' expectations? African Journal of Marketing Management, 3(1):14-21.

MarketLine. 2014. *MarketLine Industry Profile: Restaurants in South Africa*. [Online] Available at: http://www.marketline.com. [Accessed: 21 May 2014].

Markovic, S., Raspor, S. & Segaric, K. 2010. Does Restaurant Performance Meet Customers' Expectations? An Assessment of Restaurant Service Quality Using a Modified DINESERV Approach. *Tourism and Hospitality Management,* 16(2), 181-195.

Martins, J.H. 2006. Household Cash Expenditure by Living Standards Measure Group. *Journal of Family Ecology and Consumer Sciences*, 34, 1-9.

Mazila, M., Mitroi, S. 2010. Demographic, Social, Economic and Geographic Features – Shaping Factors of the Tourist Market. *Romanian Economic and Business Review*, 5(1), 159-166.

Media Club. 2010. *South Africa's Economy*. [Online] Available at: http://www.mediaclubsouthafrica.com/africa/37-economy/economy-bg/87-economy-overview#overview. [Accessed: 5 November 2014].

Mohsen, M.G. 2013. An extension of the benefit segmentation base for the consumption of organic foods: A time perspective. Journal of Marketing Management, 29(15): 1701–1728.

Mohsin, A. 2005. Service Quality Perceptions: An Assessment of Restaurant and Café Visitors in Hamilton, New Zealand. *The Business Review*, 3(2), 51-57.

Mill, R.C. 2007. *Restaurant Management: Customers, Operations and Employees*. New Jersey: Pearson Education.

Narayan, B., Rajendran, C., Sai, L.P. & Gopalan, R. 2009. Dimensions of Service Quality in Tourism – An Indian Perspective. *Total Quality Management*, 20(1), 61–89.

Narayan, D, Patel, R, Schafft, K, Rademacher, A & Koch-Schulte, S. 2000. *Voices of The Poor: Can anyone hear us?* Oxford: Oxford University Press.

Nilson, P. 2010. Conceptual Product Development in Small Corporations. Licentiate Thesis. Dalarna University.

Osman, Z. 2007. *An Appetite for Growth. Renaissance Specialist Fund Managers*. [Online] Available at: www.afenacapital.com. [Accessed: 6 September, 2012].

Opperman, C. 2010. *Investigating the marketing of South African wine amongst the emerging black market of South Africa*. Dissertation (Master's in Business Administration). University of Stellenbosch.

Parasuraman, A. & Grewal, D. 2000. The Impact of Technology on the Quality-Value-Loyalty Chain. *Journal of the Academy of Marketing Science*, 28(1), 168–174.

Peng, F. 2010. Organic Food Market Segmentation In China. School of Business Administration International Business, *JAMK University of Applied Sciences*: 20-28.

Prasad, M.D. & Shekar. B.R. 2010. A Service Quality Scale for Measuring Indian Railway Passenger Services. *Management Science and Engineering*, 4(3): 87-94.

Red Ink Publishing. 2014. LSM Poster. [Online] Available at: http://www.redinkpublishing.co.za/ezines/ads24/may2008/images/lsm_poster_pic_large.gif [Accessed: 20 October 2014].

Reimann, M., Lunemann, U.F. & Chase, R.B. 2008. Uncertainty Avoidance as a Moderator of the Relationship between Perceived Service Quality and Customer Satisfaction. *Journal of Service Research*, 11(1), 63-73.

Rendeiro Marti ‘n-Cejas, R. 2006. Tourism Service Quality Begins at the Airport. *Tourism Management,* 27, 874-877.

Rudansky-Kloppers, S. 2014. Investigating Factors Influencing Customer Online Buying Satisfaction In Gauteng, South Africa. International Business & Economics Research Journal, 13(5): 1187-1198.

SAARF Attitudes User guide. 2010. SAARF Attitudes. [Online] Available at: http://www.saarf.co.za/ohms-segmentation-attitudes/2010/SAARF%20Attitudes%20Users%20Guide%20-%20AMPS%20June%202010.pdf. [Accessed 15 March 2013].

SAARF. 2014. *Census and AMPS*. [Online] Available at: www.saarf.co.za. [Accessed: 20 May 2014].

SAPS. 2014. *Crime Situation in South Africa*. [Online] Available at: http://www.saps.gov.za/resource_centre/publications/statistics/crimestats/2014/crime_stats.php. [Downloaded: 30 June 2014].

Seaton, A.V. & Bennett, M. M. 1996. *Marketing Tourism Products: Concepts, Issues and Cases*. London: Thomson Learning.

Seidman, A.M. 2000. *An examination of the relationship between employee behaviour and customer satisfaction in quick service restaurants*. Dissertation (Master’s in Marketing Management). University of Pretoria.

Shaikh, U.A.A. 2009. Impact of Restaurant Quality on Customer Satisfaction: Evidence from the Restaurant Industry in Pakistan. *The Business Review*, 13(2), 178-185.

Shonk, D.J. & Chelladurai, P. 2008. Service Quality, Satisfaction, and Intent to Return in Event Sport Tourism. Journal of Sport Management, 22, 587-602.

Simpeh, K.N., Simpeh, M., Abdul-Nasiru, I. & Amponsah-Tawiah, K. 2011. Servicescape and Customer Patronage of Three Star Hotels in Ghana's Metropolitan City of Accra. European Journal of Business and Management, 3(4):119 – p131.

Sivakumar, K., Li, M. & Dong, B. 2014. Service Quality: The Impact of Frequency, Timing, Proximity, and Sequence of Failures and Delights. *Journal of Marketing*, 41(78), 41-58.

Slideshare. 2014. Market segmentation. [Online] Available at: http://www.slideshare.net/piampp/market-segmentation-24761489?qid=c286b1ea-0d4b-4f65-b668-db85e4bc196f&v=default&b=&from_search=2. [Accessed 15 March 2013].

Sohail, M.S., Roy, M.H., Saeed, M. & Ahmed, Z.U. 2007. Determinants of Service Quality in the Hospitality Industry: The Case of Malaysian Hotels. *Journal of Accounting – Business & Management*, 14, 64-74.

Soita, P.W. 2012. Measuring Perceived Service Quality Using SERVQUAL: A Case Study of the Uganda Health and Fitness Sector. International Journal of Business and Social Science, 3(5):261-271.

Solomon, H. 2000. *Contemplating the impact of illegal immigration on the Republic of South Africa*. [Online] Available at: http://www.queensu.ca/samp/sampresources/migration documents/documents/2000/solomon.htm. [Accessed: 2 January 2015].

Spears, M.C. & Gregoire, M.B. 2004. *Food Service Organisations*. 5th ed. New Jersey: Pearson Education.

Statistics South Africa 2007, *Food and Beverage*. [Online] Available at: www.statssa.co.za [Accessed: 6 September 2012].

Statistics South Africa. 2010. *Mid-year population estimates*: 2010. [Online] Available at: www.statssa.gov.za. [Accessed: 20 May 2013].

Statistics South Africa. 2011. *Food and Beverages Statistical Release*. [Online] Available at: http://www.restaurant.org.za/pdf/Statistics_June_2011.pdf. [Accessed: 6 September, 2012].

Statistics South Africa. 2011. *Psychographics Report*. [Online] Available at: http://www.analytixbi.com/reports/ SACRPSY003%20-%20Psychographics%20 (Brochure%20Sep%202011).pdf. [Accessed: 20 May 2013].

Statistics South Africa. 2012. *Food and Beverage Industry 2012*. [Online] Available at: www.statssa.gov.za. [Accessed: 30 June 2014].

Statistics South Africa. 2014. *Life expectancy continues to rise as South Africa's population breaks 54 million*. Online [Available] at: http://beta2.statssa.gov.za/?p=2973. [Accessed: 12 November 2014].

Sustain Analytics. 2012. Building a Sustainable South African Food Retail Sector: Issues for Responsible Investors. [Online] Available at: http://www.sustainalytics.com/sites/default/files/uploads/BuildingSustainableSAFoodRetailSector_August2012.pdf. [Accessed: 13 November 2014].

Tan, C., Benbasat, I. & Cenfetelli, T. 2013. IT-Mediated Customer Service Content and Delivery in Electronic Governments: An Empirical Investigation of the Antecedents of Service Quality. *MIS Quarterly*, 37(1), 77-109.

Teas, R.K. 1993. Expectations, performance evaluation and consumers' perceptions of quality, Journal of Marketing: 18-34.

Thompson, G. 2008. Franchising a Full-Service Restaurant Concept. Dissertation: NMMU Business School. [Online] Available at: http://www.nmmu.ac.za/documents/theses/GUY%20THOMSON.pdf. [Accessed: 22 June 2012].

Thornsbury, S., Hinson, R., Martinez, L. & Reaves, D.W. 2006. Fresh Produce Intermediaries: Impacts of Change in Away-from-Home Food Markets and Trade Practices.

[Online] Available at: http://www.choicesmagazine.org/2006-4/produce/2006-4-10.htm. [Accessed: 30 June 2012].

Trading Economics. 2014. South Africa Inflation Rate. [Online] Available at: www.tradingeconomics.com/south-africa/inflation-cpi. [Accessed: 30 June 2014].

Trend Tracker. 2012. [Online] Available at: http://www.supermarket.co.za/SR_Downloads/S&R%20May%202011%20Trend%20tracker.pdf. [Accessed: 15 April 2012].

Turnipseed, I.B & Mayer, J.K. 2005. Service Quality and Black Customer Satisfaction – A Perspective on the United States Restaurant Industry. *FIU Hospitality Review*, 24(2), 19-27.

TV South Africa. 2010. *TV South Africa*. [Online] Available at: http://www.tvsa.co.za/default.asp?blogname=news&artic leID=4931. [Accessed: 8 November 2011].

UNEP. 2014. *Negative Economic Impacts of Tourism*. [Online] Available at: www.unep.org/resourceeffieciency/Business/SectoralActivities/Tourism/FactsandFiguresaboutTourism/ImpactsofTourism/EconomicImpactsofTourim/NegativeEconomicIMpactsofTourism/tabid/78784/Default.aspx. [Accessed: 30 June 2014].

Ungerer, L.M. & Joubert, J.P.R. The use of personal values in living standards measures. Southern African Business Review, 15(2): 91 – 121.

Van Biljon, W. & Jansen van Rensburg, M. 2011. Branding and Packaging Design: Key Insights on Marketing Milk to Low-Income Markets in South Africa. *African Journal of Business Management*, 5(22), 9548-9558.

Wall, E.A & Berry, L.L. 2007. The Combined Physical Effects of the Physical Environment and Employee Behaviour on Customer Perception of Restaurant Service Quality. *Cornell Hotel and Restaurant Administration Quarterly*, 48(1), 59-69.

Walker, S.J. & Clurman, A. 1997. Rocking the Ages: The Yankelovich Report of Generational Marketing. New York: HarperBusiness.

Weaver, A., Weber, K. & McCleary K.W. 2007. Resort Evaluation: The Role of Previous Travel Experience and Trip Characteristics. *Journal of Travel Research,* 45(3), 333.

Weiermair, K. 2000. Tourists' Perceptions Towards and Satisfaction with Service Quality in the Cross-Cultural Service Encounter: Implications for Hospitality and Tourism Management. *Managing Service Quality,* 10(6), 397-399.

Welman, C., Kruger, F. & Mitchell, B. 2009. Research Methodology. South Africa: Oxford University Press.

Wells, V.K., Chang, S.W., Oliveira-Castro, J.M. and Pallister, J. 2010. Market Segmentation in Behavioral Perspective. *Journal of organizational behavior management*, 30 (2), 176-198.

Williams, T.A., Sweeney, D.J. & Anderson, D.R. 2006. *Contemporary Business Statistics with Microsoft Excel*. USA: Thompson.

Wilson, A., Zeithaml, V., Bitner, M. & Gremler, D.D. 2008. Services Marketing: Integrating Customer Focus across the Firm. McGraw-Hill: Europe.

Zeithaml, V.A. & Bitner, M.J. 2003. *Services Marketing: Integrating Customer Focus Access to the Firm*. 3rd ed. New York: McGraw-Hill.

Zikmund, W.G. & Babin, B.J. 2007. *Essentials of Marketing Research*. 3rd ed. Mason OH: Thompson.

Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin, M. 2013. Business Research Methods. South Africa: Cengage Learning.

APPENDICES

9.1 APPENDIX A

- Questionnaire -

Consent for participation in an academic Research study

Department of Management Sciences

SERVICE QUALITY EXPECTATIONS OF ACADEMIC EMPLOYEES AT A TERTIARY EDUCATION INSTITUTION IN GAUTENG REGARDING FULL-SERVICE RESTAURANTS

Research conducted by:

Mrs. P. Naudé
Cell: 082 783 5535

Dear Respondent

You are invited to participate in an academic research study conducted by Petro Naudé, a Master's student from the Department of Management Sciences at the University of South Africa.

The purpose of the survey is to determine your expectations and perceptions about a recently-visited Full-Service Restaurant.

Please note the following:

- This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to me. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 10 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leader, Prof. S. Rudansky-Kloppers (e-mail: rudans@unisa.ac.za) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

_____ _____

Respondent's signature Date

SERVICE QUALITY EXPECTATIONS OF ACADEMIC EMPLOYEES AT A TERTIARY EDUCATION INSTITUTION IN GAUTENG REGARDING FULL-SERVICE RESTAURANTS

- Full-Service Restaurant survey -

Resp. no.			

Dear Respondent

Thank you for your willingness to complete the survey. The purpose of the survey is to determine your expectations and perceptions about a recently-visited Full-Service Restaurant. These restaurants have a waiter service. Several concepts will be tested, including your expectations and perceptions of service quality, food quality and ambience quality. The survey should not take more than **10 minutes** to complete. This is an anonymous and confidential survey. You cannot be identified and the answers you provide will be used for research purposes only.

SECTION 1: EXPECTATIONS OF SERVICE QUALITY

Q1. When visiting a restaurant there are certain service quality aspects that you expect to receive in return for your payment. Please mark only one aspect that you consider as the most important.

The overall appearance of facilities.	1
Employees providing prompt service.	2
Employees who are always willing to help.	3
Employees who are knowledgeable about the products and services offered.	4
Employees who are professional.	5

SECTION 2: EXPECTATIONS OF FOOD QUALITY

Q2. When visiting a restaurant there are certain food quality aspects that you expect to receive in return for your payment. Please mark only one aspect that you consider as the most important.

The presentation of the food.	1
The dinner is value for money.	2
The food must appeal to my senses.	3
There is a wide variety of dishes on the menu.	4

SECTION 3: EXPECTATIONS OF AMBIENCE QUALITY

Q3. When visiting a restaurant there are certain ambience quality aspects that you expect to receive in return for your payment. Please mark only one aspect that you consider as the most important.

The music and atmosphere of the restaurant.	1
The spatial layout and conditions in the dining area.	2
Sufficient signs and symbols in the restaurant.	3

SECTION 4: SERVICE QUALITY PERCEPTIONS

Q4. Think of a Full-Service Restaurant that you visited recently. Use the scale given below to express your level of agreement with regard to the quality of the service offered by this restaurant. Answer by placing a cross **(✘)** in a specific block.

		Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
4.a	Staff greeted you pleasantly.	1	2	3	4	5
4.b	Staff remember/ know you.	1	2	3	4	5
4.c	Staff secured a table for you.	1	2	3	4	5
4.d	Staff were caring and attentive.	1	2	3	4	5
4.e	Waiters took your order promptly.	1	2	3	4	5
4.f	Waiters drew your attention to dishes that are on special.	1	2	3	4	5
4.g	Staff were willing to serve customers.	1	2	3	4	5
4,h	The manager was willing to assist customers.	1	2	3	4	5
4.i	The service was fast/quick.	1	2	3	4	5
4.j	Staff were friendly or courteous.	1	2	3	4	5
4.k	Staff were polite and understanding.	1	2	3	4	5
4.l	Waiters knew the menu items to help customers.	1	2	3	4	5
4.m	Waiters served food in a professional way.	1	2	3	4	5
4.n	Staff were clean/neat.	1	2	3	4	5
4.o	Staff were wearing proper attire.	1	2	3	4	5
4.p	The restaurant was tidy.	1	2	3	4	5
4.q	The table was clean.	1	2	3	4	5
4.r	Required food/beverage items were in stock.	1	2	3	4	5
4.s	Staff provided an accurate bill.	1	2	3	4	5
4.t	Staff provided the correct change.	1	2	3	4	5
4.u	The restaurant is always open and has long hours of operation.	1	2	3	4	5

SECTION 5: FOOD QUALITY PERCEPTIONS

Q5. Think of a Full-Service Restaurant that you visited recently. Use the scale given below to express your level of agreement with regard to the quality of the food offered by this restaurant. Answer by placing a cross **(✘)** in a specific block.

		Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
5.a	The food was presented well (eg decoration, garnishing, shape of food).	1	2	3	4	5
5.b	The plate was appropriate for the dish.	1	2	3	4	5
5.c	The colour of the food was appropriate.	1	2	3	4	5
5.d	The taste of the food was good.	1	2	3	4	5
5.e	The smell of the food was good.	1	2	3	4	5
5.f	The temperature of the food was good.	1	2	3	4	5
5.g	The temperature of the beverages was good.	1	2	3	4	5
5,h	There was a good variety of dishes on the menu.	1	2	3	4	5
5.i	There was a good variety of beverages on the menu.	1	2	3	4	5
5.j	There was a good selection of condiments (salt, pepper, sauces).	1	2	3	4	5
5.k	The portion of the food was good.	1	2	3	4	5
5.l	The portion of the drinks was good.	1	2	3	4	5
5.m	The price of the food was reasonable.	1	2	3	4	5
5.n	The price for the beverages was reasonable.	1	2	3	4	5
5.o	The dinner was of good value.	1	2	3	4	5

SECTION 6: AMBIENCE QUALITY PERCEPTIONS

Q6. Think of a Full-Service Restaurant that you visited recently. Use the scale given below to express your level of agreement with regard to the quality of the ambience offered by this restaurant. Answer by placing a cross **(✘)** in a specific block.

		Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
6a	The external area of the restaurant is appealing.	1	2	3	4	5
6.b	The inside of the restaurant has an appropriate colour scheme.	1	2	3	4	5
6.c	The temperature in the dining area was satisfactory.	1	2	3	4	5
6.d	The background music was not too loud or too soft.	1	2	3	4	5
6.e	There were no smells or odours in the dining area.	1	2	3	4	5
6.f	The table decorations were in good taste.	1	2	3	4	5
6.g	Tableware was in good condition (cutlery and crockery).	1	2	3	4	5
6,h	Linen was in good condition.	1	2	3	4	5
6.i	Furnishings were in good condition.	1	2	3	4	5
6.j	Design of the menu was appealing.	1	2	3	4	5
6.k	There were sufficient signs to the restrooms.	1	2	3	4	5
6.l	The arrangement of chairs and tables was good.	1	2	3	4	5
6.m	The furniture was very comfortable.	1	2	3	4	5
6.n	The aisles were broad enough.	1	2	3	4	5
6.o	The entrance and exit were clearly indicated.	1	2	3	4	5
6.p	The parking area is large enough.	1	2	3	4	5
6.q	The parking area is close enough.	1	2	3	4	5
6.r	The restaurant is in a safe area.	1	2	3	4	5

SECTION 7: OVERALL PERCEPTION

Q7. Think of a Full-Service Restaurant that you visited recently. Use the scale given below to express your level of agreement with regard to the quality of the restaurant. Answer by placing a cross **(✖)** in a specific block.

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
7.a	I am very satisfied with this restaurant.	1	2	3	4	5
7.b	My expectations were met.	1	2	3	4	5
7.c	My expectations were exceeded.	1	2	3	4	5
7.d	I am very likely to return to the restaurant.	1	2	3	4	5
7.e	I will recommend this restaurant to my friends.	1	2	3	4	5

Q8. Please indicate your reasons for visiting this restaurant by marking the three most applicable items.

Conveniently located	1
To relax	2
Always come here	3
Been here before	4
Recommended by others	5
Good service	6
Good atmosphere	7
High quality food	8
Good reputation	9
Quiet and peaceful	10
Familiar area	11
Other (please specify): _____	12

SECTION 8: DEMOGRAPHIC DETAILS

Please answer the following questions by placing a cross (✖) in the appropriate block..

Q9. Please indicate your age:

Under 18	1
18 – 30	2
31 – 60	3
Over 60	4

Q10. Please indicate your gender.

1	2
Male	Female

Q11. Please indicate your home language.

1	2	3
Afrikaans	English	Other (please specify): _____

Q12. Please indicate your highest level of education

Matric	1
Degree	2
Honours	3
Master's Degree	4
Doctoral Degree	5

Q13. Please indicate your race**.**

White	1
Black	2
Coloured	3
Indian	4
Other (please specify): _____	5

Q14. Please select the description that suits you the best:

	I live in a rural area, I do not have a cell phone, television or a house.	1
	I live in an informal settlement close to the city. I do not have a cell phone or a television.	2
	I live in an informal settlement close to the city and in my household we have at least one cell phone.	3
	I live in an RDP house and in my house there is a cell phone.	4
	In my household there is a cell phone and two radios.	5
	In my household there is a cell phone, television, DVD player and a Hi-fi.	6
	In my household there is a cell phone, television, DVD player and a Hi-fi and I use loans and lay-bys to buy furniture and appliances.	7
	In my household there is a cell phone, television, DVD player and a Hi-fi and we have a domestic worker in the house.	8
	In my household we have a computer, a car and we employ a domestic worker.	9
	In my household we have a computer, a car and we employ a domestic worker and there is a total household income of more than R20 000.	10

Thank you for completing the survey.
We appreciate your assistance.

9.2 APPENDIX B

- Code books and Reliability -

CODE BOOK AND UNIVARIATE DESCRIPTIVE STATISTICS

In Table 1, which is shown below, a summary of the questions in the questionnaire as well as the univariate descriptive statistics are given.

Codebook

Question number in final draft	SPSS variable name of each variable associated with the question	No. of columns required to code the whole question in a dataset	SPSS variable labels of variables associated with the question	SPSS value codes and value labels of variables associated with the question	Data type	Univariate descriptive statistics
Resp_No	Resp_No	1	Respondent ID	None	N/A	N/A
Q1	Q1_1 – Q1_5	5 (1 column per item)	The overall appearance of facilities. Employees providing prompt service Employees who are always willing to help Employees who are knowledgeable about the products and services offered Employees who are professional.	Ranking	Ranking	For each individual scale item: Mean
Q2	Q2_1 – Q2_4	4 (1 column per item)	The presentation of the food. The dinner is value for money. The food must appeal to my senses There is a wide variety of dishes on the menu.	Ranking	Ranking	For each individual scale item: Mean
Q3	Q3_1 – Q3_3	3 (1 column per item)	The music and atmosphere of the restaurant The spatial layout and conditions in the dining area Sufficient signs and symbols in the restaurant	Ranking	Ranking	For each individual scale item: Mean
Q4	Q4_1 – Q4_20	20 (1 column per item)	Staff greeted you pleasantly Staff remembers/ know you Staff secured a table for you	For each individual scale item:	Interval	For each individual scale item:

Question number in final draft	SPSS variable name of each variable associated with the question	No. of columns required to code the whole question in a dataset	SPSS variable labels of variables associated with the question	SPSS value codes and value labels of variables associated with the question	Data type	Univariate descriptive statistics
			Staff were caring and attentive Waiters took your order promptly Waiters drew your attention to dishes that are on special Staff were willing to serve customers The manager was willing to assist customers The service was fast/quick Staff were friendly or courteous Staff were polite and understanding Waiters knew the menu items to help customers Waiters served food in a professional way Staff were clean/neat Staff were wearing proper attire The restaurant was tidy The table was clean Required food/beverage items were in stock Staff provided an accurate bill Staff provided the correct change The restaurant is always open and has long hours of operation	1 = Disagree completely 2 = Strongly disagree 3 = Disagree 4 = Neither agree nor disagree 5 = Agree 6 = Strongly agree 7 = Agree completely		Mean

Question number in final draft	SPSS variable name of each variable associated with the question	No. of columns required to code the whole question in a dataset	SPSS variable labels of variables associated with the question	SPSS value codes and value labels of variables associated with the question	Data type	Univariate descriptive statistics
Q5	Q5_1 – Q5_15	17 (1 column per item)	The food was presented well (eg decoration, garnishing, shape of food) The plate was appropriate for the dish The colour of the food was appropriate The taste of the food was good The smell of the food was good The temperature of the food was good The temperature of the beverages was good There was a good variety of dishes on the menu There was a good variety of beverages on the menu There was a good selection of condiments (salt, pepper, sauces) The portion of the food was good The portion of the drinks was good The price of the food was reasonable The price for the beverages was reasonable The dinner was of good value	For each individual scale item: 1 = Disagree completely 2 = Strongly disagree 3 = Disagree 4 = Neither agree nor disagree 5 = Agree 6 = Strongly agree 7 = Agree completely	Interval	For each individual scale item: Mean

Question number in final draft	SPSS variable name of each variable associated with the question	No. of columns required to code the whole question in a dataset	SPSS variable labels of variables associated with the question	SPSS value codes and value labels of variables associated with the question	Data type	Univariate descriptive statistics
Q6	Q6_1 – Q6_17	17 (1 column per item)	The external area of the restaurant is appealing The inside of the restaurant has an appropriate colour scheme The temperature in the dining area was satisfactory The background music was not too loud or too soft There were no smells or odours in the dining area The table decorations were in good taste Tableware was in good condition (cutlery and crockery) Linen was in good condition Furnishings were in good condition Design of the menu was appealing There were sufficient signs to the restrooms The arrangement of chairs and tables was good The furniture was very comfortable The aisles were broad enough The entrance and exit were clearly indicated The parking area is large enough and close enough The restaurant is in a safe area	For each individual scale item: 1 = Disagree completely 2 = Strongly disagree 3 = Disagree 4 = Neither agree nor disagree 5 = Agree 6 = Strongly agree 7 = Agree completely	Interval	For each individual scale item: Mean
Q7	Q7_1 – Q7_17	5 (1 column per item)	I am very satisfied with this restaurant My expectations were met My expectations were exceeded I am very likely to return to the restaurant I will recommend this restaurant to my friends	For each individual scale item:	Interval	For each individual scale item: Mean

Question number in final draft	SPSS variable name of each variable associated with the question	No. of columns required to code the whole question in a dataset	SPSS variable labels of variables associated with the question	SPSS value codes and value labels of variables associated with the question	Data type	Univariate descriptive statistics
				1 = Disagree completely 2 = Strongly disagree 3 = Disagree 4 = Neither agree nor disagree 5 = Agree 6 = Strongly agree 7 = Agree completely		
Q8	Q8_Age	1	Age of the respondent.	1 = 18 - 30 2 = 31 - 45 3 = 46 - 60 4 = Over 60	Ordinal	Frequency count
Q9	Q9_Gender	1	Gender of the respondent.	1 = Male 2 = Female	Nominal	Frequency count
Q10	Q10_Language	1	Language of the respondent	1 = Afrikaans 2 = English 3 = Other	Nominal	Frequency count
Q11	Q11_Education	1	Level of education of respondent	1 = Degree 2 = Honours	Ordinal	Frequency count

Question number in final draft	SPSS variable name of each variable associated with the question	No. of columns required to code the whole question in a dataset	SPSS variable labels of variables associated with the question	SPSS value codes and value labels of variables associated with the question	Data type	Univariate descriptive statistics
				3 = Master's Degree 4 = Doctorate		
Q12	Q12_Race	1	Race of respondent	1 = White 2 = Black 3 = Coloured 4 = Indian 5 = Other	Ordinal	Frequency count
Q13	Q13_Reasons	1	Reasons for visiting specific restaurant	1 = Conveniently located 2 = To relax 3 = Always come here 4 = Been here before 5 = Recommended by others 6= Good service 7= Good atmosphere 8= High quality food 9= Good reputation 10= Quiet and peaceful	Ordinal	Frequency count

Question number in final draft	SPSS variable name of each variable associated with the question	No. of columns required to code the whole question in a dataset	SPSS variable labels of variables associated with the question	SPSS value codes and value labels of variables associated with the question	Data type	Univariate descriptive statistics
				11= Familiar area 12= Other		

RELIABILITY ASSESSMENT and COMPOSITE (total) SCALE scores

In Table 2 the planning of the reliability assessment and total scores are shown. These methods will be used during the data collection for the final article.

Reliability assessment and composite (total) scale scores

Name of dimension	Question and scale item numbers of scale items in 3rd draft questionnaire that measure the dimension/ sub-dimension	Which items in the scale / sub-scale have to be reverse-scored?	SPSS variable name for new composite (total) scale score variable	Method used to create the composite (total) scale score variable (i.e., sum or average)	Univariate descriptive statistics to be calculated for each total (composite) score
Service Quality Expectations	Question 1, items 1.1 – 1.5	None	Tot_serv_exp	Average	Mean
Food Quality Expectations	Question 2, items 2.1 – 2.4	None	Tot_food_exp	Average	Mean
Ambience Quality Expectations	Question 3, items 3.1 – 3.3	None	Tot_amb_exp	Average	Mean
Service Quality Perceptions	Question 4, items 4.1 – 4.20	None	Tot_serv_perc	Average	Mean
Food Quality Perceptions	Question 5, items 5.1 – 5.15	None	Tot_food_perc	Average	Mean
Ambience Quality Perceptions	Question 6, items 6.1 – 6.17	None	Tot_amb_perc	Average	Mean
Overall Quality	Question 7, items 7.1 – 7.5	None	Tot_overall	Average	Mean

Cross-tabulations

Due to the nature of the hypotheses and objectives that will be tested through this study, no cross-tabulations will be prepared. The hypotheses concern questions that will be measured at an interval level of measurement, which means that cross-tabulations cannot be prepared.

Means (averages) for respondent sub-groups

The mean and standard deviations will be calculated in the final research article on differences in languages, race and educational level which will be correlated with perceptions and expectations of service quality, food quality, ambience quality and overall quality.

9.3 APPENDIX C

- Frequency tables -

Table 9.1: Age of the respondents

Age	Frequency	Valid percent	Cumulative percent
Under 18	0	0	0
18-30	27	52.9	52.9
31-60	19	37.3	90.2
Over 60	5	9.8	100

Table 9.2: Gender of respondents

Gender	Frequency	Valid percent	Cumulative percent
Male	17	33.3	33.3
Female	34	66.7	100

Table 9.3: Respondent's highest level of education

Highest level of education	Frequency	Valid percent	Cumulative percent
Matric	1	2.0	2.0
Degree	21	41.2	43.1
Honours Degree	21	41.2	84.3
Master’s Degree	7	13.7	98.0
Doctoral Degree	1	2.0	100

Table 9.4: LSM distribution of respondents

LSM	Frequency	Valid percent	Cumulative percent
LSM 6	1	2.0	2.0
LSM 7	1	2.0	3.9
LSM 8	2	3.9	7.8
LSM 9	6	11.8	19.6
LSM 10	41	80.4	100

Table 9.5: Expectations of service quality

Expectations of service quality	Frequency	Valid percent	Cumulative percent
The overall appearance of facilities.	7	13.7	13.7
Employees providing prompt service.	12	23.5	37.3
Employees who are always willing to help.	9	17.6	54.9
Employees who are knowledgeable about the products and services offered.	10	19.6	74.5
Employees who are professional.	13	25.5	100
Total	51	100	

Table 9.6: Expectations of food quality

Expectations of food quality	Frequency	Valid percent	Cumulative percent
The presentation of the food.	6	11.8	11.8
The dinner is value for money.	22	43.1	54.9
The food must appeal to my senses.	19	37.3	92.2
There is a wide variety of dishes on the menu.	4	7.8	100
Total	51	100	

Table 9.7: Expectations of ambience quality

Expectations of ambience quality	Frequency	Valid percent	Cumulative percent
The music and atmosphere of the restaurant.	29	56.9	56.9
The spatial layout and conditions in the dining area.	22	43.1	100
Sufficient signs and symbols in the restaurant.	0	0	100
Total	51	100	

Table 9.8: Perceptions of service quality: empathy

Perceptions of service quality: empathy	Disagree or Neutral (%)	Agree (%)	Cumulative %
Staff greeted you pleasantly.	2	98	100
Staff remember/ know you.	51	49	100
Staff secured a table for you.	29.4	70.6	100
Staff were caring and attentive.	27.5	72.5	100

Table 9.9: Perceptions of service quality: responsiveness

Perceptions of service quality: responsiveness	Disagree or Neutral (%)	Agree (%)	Cumulative %
Waiters took your order promptly.	15.7	84.3	100
Waiters drew your attention to dishes that are on special.	31.4	68.6	100
Staff were willing to serve customers.	19.6	80.4	100
The manager was willing to assist customers.	23.5	76.5	100
The service was fast/quick.	25.5	74.5	100

Table 9.10: Perceptions of service quality: assurance

Perceptions of service quality: assurance	Disagree or Neutral (%)	Agree (%)	Missing (%)	Cumulative %
Staff were friendly or courteous.	7.8	92.2	0	100
Staff were polite and understanding.	15.7	84.3	0	100
Waiters knew the menu items to help customers.	21.6	76.5	2	100
Waiters served food in a professional way.	27.5	72.5	0	100

Table 9.11: Perceptions of service quality: tangibility

Perceptions of service quality: tangibility	Disagree or Neutral (%)	Agree (%)	Cumulative %
Staff were clean/neat.	7.8	92.2	100
Staff were wearing proper attire.	9.8	90.2	100
The restaurant was tidy.	7.8	92.2	100
The table was clean.	9.8	90.2	100

Table 9.12: Perceptions of service quality: reliability

Perceptions of service quality: reliability	Disagree or Neutral (%)	Agree (%)	Cumulative %
Required food/beverage items were in stock.	25.5	74.5	100
Staff provided an accurate bill.	7.8	92.2	100
Staff provided the correct change.	9.8	90.2	100
The restaurant is always open and has long hours of operation.	21.6	78.4	100

Table 9.13: Perceptions of food quality: presentation of the food

Perceptions of food quality: presentation of the food	Disagree or Neutral (%)	Agree (%)	Missing (%)	Cumulative %
The food was presented well (eg. decoration, garnishing, shape of food).	11.8	88.2	0	100
The plate was appropriate for the dish.	5.9	94.1	0	100
The colour of the food was appropriate.	7.8	92.2	0	100

Table 9.14: Perceptions of food quality: Sensory attributes of the food

Perceptions of food quality: sensory attributes of the food	Disagree or Neutral (%)	Agree (%)	Missing (%)	Cumulative %
The taste of the food was good.	9.8	88.2	2	100
The smell of the food was good.	9.8	90.2	0	100
The temperature of the food was good.	11.8	88.2	0	100
The temperature of the beverages was good.	7.8	92.2	0	100

Table 9.15: Perceptions of food quality: variety of menu items

Perceptions of food quality: variety of menu items	Disagree or Neutral (%)	Agree (%)	Missing (%)	Cumulative %
There was a good variety of dishes on the menu.	5.9	92.2	2	100
There was a good variety of beverages on the menu.	13.7	86.3	0	100
There was a good selection of condiments (salt, pepper, sauces).	17.6	82.4	0	100

Table 9.16: Perceptions of food quality: value for money

Perceptions of food quality: value for money	Disagree or Neutral (%)	Agree (%)	Cumulative %
The portion of the food was good.	5.9	94.1	100
The portion of the drinks was good.	7.8	92.2	100
The price of the food was reasonable.	11.8	88.2	100
The price of the beverages was reasonable.	23.5	7.56	100
The dinner was of good value.	13.7	86.3	100

Table 9.17: Perceptions of ambience quality: ambient conditions

Perceptions of ambience quality: ambient conditions	Disagree or Neutral (%)	Agree (%)	Missing (%)	Cumulative %
The external area of the restaurant is appealing.	9.8	90.2	0	100
The inside of the restaurant has an appropriate colour scheme.	9.8	90.2	0	100
The temperature in the dining area was satisfactory.	15.7	82.4	2	100
The background music was not too loud or too soft.	21.6	78.4	0	100
There were no smells or odours in the dining area.	11.8	88.2	0	100

Table 9.18: Perceptions of ambience quality: signs, symbols and artefacts

Perceptions of ambience quality: signs, symbols and artefacts	Disagree or Neutral (%)	Agree (%)	Missing (%)	Cumulative %
The table decorations were in good taste.	17.6	80.4	2	100
Tableware was in good condition (cutlery and crockery).	15.7	84.3	0	100
Linen was in good condition.	11.8	88.2	0	100
Furnishings were in good condition.	21.6	78.4	0	100
Design of the menu was appealing.	15.7	84.3	0	100
There were sufficient signs to the restrooms.	27.5	72.5	0	100

Table 9.19: Perceptions of ambience quality: spatial layout and functionality

Perceptions of ambience quality: spatial layout and functionality	Disagree or Neutral (%)	Agree (%)	Missing (%)	Cumulative %
The arrangement of chairs and tables was good.	19.6	80.4	0	100
The furniture was very comfortable.	19.6	80.4	0	100
The aisles were broad enough.	17.6	82.4	0	100
The entrance and exit were clearly indicated.	19.6	78.4	2	100
The parking area is large enough.	17.6	82.4	0	100
The parking area is close enough.	15.7	84.3	0	100
The restaurant is in a safe area.	9.8	90.2	0	100

Table 9.20: Overall Perception

Overall perception	Disagree or Neutral (%)	Agree (%)	Cumulative %
I am very satisfied with this restaurant.	11.8	88.2	100
My expectations were met.	11.8	88.2	100
My expectations were exceeded.	29.4	70.6	100
I am very likely to return to the restaurant.	11.8	88.2	100
I will recommend this restaurant to my friends.	9.8	90.2	100

Table 9.21: Reasons for eating out

Reason for eating out	First Choice (out of 100)	Second Choice (out of 100)	Third Choice (out of 100)	Total (out of 300)
Conveniently located	25.49	0.00	0.00	25.49
To relax	19.61	3.92	0.00	23.53
Always come here	5.88	1.96	0.00	7.84
Been here before	21.57	13.73	1.96	37.25
Recommended by others	15.69	3.92	0.00	19.61
Good service	7.84	25.49	1.96	35.29
Good atmosphere	1.96	23.53	7.84	33.33
High quality food	0.00	19.61	45.10	64.71
Good reputation	0.00	1.96	9.80	11.76
Quiet and peaceful	1.96	0.00	3.92	5.88
Familiar area	0.00	1.96	21.57	23.53
Other	2	1.3		97.4
Missing values	4	2.6		100

9.4 APPENDIX D

- Means -

Table 9.22: Means of Service quality per Age

Age	Tangibility	Reliability	Assurance	Responsive-ness	Empathy: Humanic Clues	Empathy: Individual Attention
18-30	4.3889	4.3796	4.1019	3.9407	4.0926	3.5741
31-60	4.3684	4.2763	4.1974	3.9158	4.3158	3.5
Over 60	4.4	4.4	4.125	4.4	4.5	4.3
Total	3.9911	3.9554	3.7636	3.6214	4.2157	3.6176

Table 9.23: Means of Service quality per Gender

Gender	Tangibility	Reliability	Assurance	Responsive-ness	Empathy: Humanic Clues	Empathy: Individual Attention
Male	4,4412	4,5588	4,3594	4,0941	4,3529	3,8235
Female	4,3529	4,2353	4,0368	3,9176	4,1471	3,5147
Total	3,9911	3,9554	3,7636	3,6214	4,2157	3,6176

Table 9.24: Means of Service quality per Race

Race	Tangibility	Reliability	Assurance	Responsive-ness	Empathy: Humanic Clues	Empathy: Individual Attention
White	4.4115	4.333	4.1543	3.9583	4.1875	3.5938
Black	3.875	4.5	3.875	4.3	4.75	4.25
Coloured	4	4.5	4	4.2	4.5	3.5
Total	3.9911	3.9554	3.7636	3.6214	4.2157	3.6176

Table 9.25: Means of Food quality per Age

Age	Presentation	Sensory Attributes	Menu Variety	Value for money: Cost of food	Value for money: Value of food
18-30	4.1852	4.3846	4.333	4.4074	4.1481
31-60	4.2982	4.1579	4.1404	4.3158	4.2895
Over 60	4.2667	4.55	4.4167	4.2	4
Total	3.8571	3.9227	3.8788	4.3529	4.1863

Table 9.26: Means of Food quality per Gender

Gender	Presentation	Sensory Attributes	Menu Variety	Value for money: Cost of food	Value for money: Value of food
Male	4.2353	4.4063	4.2353	4.333	4.3824
Female	4.2352	4.2721	4.2828	4.3627	4.0882
Total	3.8571	3.9227	3.8788	4.3529	4.1863

Table 9.27: Means of Food quality per Race

Race	Presentation	Sensory Attributes	Menu Variety	Value for money: Cost of food	Value for money: Value of food
White	4.2292	4.2926	4.2553	4.3472	4.2187
Black	4	4.5	4.1667	4.333	3.5
Coloured	5	5	5	4.6667	4
Total	3.8571	3.9227	3.8788	4.3529	4.1863

Table 9.28: Means of Ambience quality per Age

Age	Ambience Quality: Sensory Dimensions	Ambience Quality: Overall appearance	Signs, symbols and artefacts	Spatial Layout: Accessibility	Spatial Layout: Ergonomics and functionality
18-30	4.2037	4.2019	4.1259	4.037	2.2037
31-60	4.3421	4.1447	4.0842	3.9289	4.2361
Over 60	3.9	4.5	4.08	4.2	4.6
Total	4.2255	4.2041	3.7393	4.0131	4.255

Table 9.29: Means of Ambience quality per Gender

Gender	Ambience Quality: Sensory Dimensions	Ambience Quality: Overall appearance	Signs, symbols and artefacts	Spatial Layout: Accessibility	Spatial Layout: Ergonomics and functionality
Male	4.0294	4.2941	4.2941	4.1765	4.3235
Female	4.3235	4.1562	4.0118	3.9314	4.1297
Total	4.2255	4.2041	3.7393	4.0131	4.255

Table 9.30: Means of Ambience quality per Race

Race	Ambience Quality: Sensory Dimensions	Ambience Quality: Overall appearance	Signs, symbols and artefacts	Spatial Layout: Accessibility	Spatial Layout: Ergonomics and functionality
White	4.2369	4.1685	4.075	3.9931	4.2553
Black	4	4.75	4.8	4.333	4.125
Coloured	4	4.75	4.2	4.333	4.5
Total	4.2255	4.2041	3.7393	4.0131	4.225